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ABSTRACT

This kit is based on a review of the organization charts of 86 member libraries of the Association of Research Libraries (ARL) gathered in spring 1986, compared with two earlier sets of charts published in 1973 and 1977, and contains charts of 61 of the libraries. Nearly one-fourth of the charts studied are under revision, indicating that changes are occurring in organizational structures within research libraries. While many of the charts continue to indicate a basically hierarchical structure, most include more functions than those submitted 13 years ago, and many show units that have been moved or renamed to reflect changes in workflow or institutional emphasis. Examples of particularly important functions include: development/fund-raising, preservation, collection development/management, planning, and automation. Other current trends reflected in the charts include (1) increased use of committees as a formal part of the organizational structure, in particular external advisory committees and internal committees composed of department heads, and (2) multiple reporting lines, especially in the area of collection development. There are also indications that a number of libraries are moving toward rearranging reporting and working relationships to conform more closely with workflow. (KM)

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Materials are selected according to the following criteria:

- Presents an approach of potential value to administrators and decision-makers
- Timely, and dealing directly with the topic under consideration
- Probability of application of ideas or thinking to other library situations
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- Understandable, readable communication

All together, the materials should provide a range of alternative approaches that complement each other, provide variety, and stimulate comparison and contrast.

Libraries can take advantage of the Kit compilations in a number of ways. Administrators can evaluate the assumptions, methods, and results of other libraries' approaches; compare and contrast them; and use the learnings in their own situations. Library staff members can use the kits as professional development and current awareness tools. Committees and task forces can use them to begin a review of current practices. And the Kits can identify other persons or places to contact for further information. Back-up files in the SPEC office also are available for loan to member libraries. In addition, SPEC will conduct on-demand surveys or analyses geared specifically for a single library.

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1/82

spec flyer
#129, Nov.- Dec. 1986
SPEC
Systems and Procedures Exchange Center
ISSN 0160 3582

ORGANIZATION CHARTS IN ARL LIBRARIES

To what extent do organization charts reflect current changes in research library organizational structures, and what developments have occurred in the use of organization charts as a management tool over the past 13 years? This flyer and kit is based on a review of organization charts of 86 academic members of the Association of Research Libraries (ARL) gathered in Spring 1986, compared with two earlier sets of charts.* In response to numerous requests, the kit features a collection of many of the studied charts (61 libraries).

In general, interviews and correspondence with ARL members clearly indicate that many of them are reorganizing, although charts submitted for this study do not always reflect ongoing changes. Of the 86 libraries whose organization charts were reviewed, nearly one-quarter (21) noted that their organizational structures were under review or that the present structures were interim ones. Several had recently completed organizational changes. While in most cases these changes were not dramatic, some were significant. For this analysis, simply moving one or two units was not considered significant. However, establishing new positions for assistant/associate directors or greatly altering the span of control of the director were considered major. Combining major functions also was considered significant. Some 28 libraries (33 percent) had made major or significant changes, based on these definitions.

In the 1973 SPEC kit, organization charts were mostly hierarchical, and few included notes or explanations. Nearly all the library charts examined in 1986 continue to display a basically hierarchical structure, although some are illustrated in alternative ways, such as circular charts. There are still only a few that include narrative explanations of reporting relationships. As will be discussed, there are other indications in some charts that research libraries are implementing alternative organizational configurations, such as use of committees for decision-making, multiple reporting relationships, and reorganization around workflow patterns.

SPECIFIC FUNCTIONS. A large number of charts reflect the growing importance of specific functions over the past ten to fifteen years. Obvious examples include development/fund-raising, preservation, collection development/management, planning, and automation. Several of these functions are discussed in more detail in other SPEC Kits.

Twenty-nine of the current charts indicate that a development officer or a friends' group is a part of the formal organizational structure. It might be expected that most of the libraries with significant development programs would be private institutions, but this is not the case. Of the 29, only 13 are in private institutions. Public institutions with development activities include the very large as well as smaller institutions.

Thirty-nine of the charts (45 percent of the 86 responding) show a preservation function as a part of the organization. Considering there was no similar evidence of such programs 13 years ago, except for binding units, this is a relatively fast-moving development. As with development/fund raising, these 39 are not only the libraries which might be expected to have preservation units -- those with large retrospective, established collections -- but also some of the newer, emerging institutions where the retrospective collections are not as strong. For additional discussion of the preservation function, see *SPEC Kit #116*, Organizing for Preservation, May 1983.

There also is strong evidence for the increasing importance of the collection development function. In at least 34 of the 61 libraries included in this kit, there is a dedicated staff position for an assistant director or coordinator of collection development, excluding those primarily responsible for technical services functions only. In the earlier kit, only three charts indicated such a position. The great majority of the total group of 86 charts studied -- 71 -- have collection development/management units. However, there is great diversity in where this activity has been located organizationally. By far, the most common reporting line is for collection development to report directly to the director (45, or 52 percent). Other areas and positions to which collection development report include: Technical Services, Public Services, Associate Director, Main Library Director, Bibliographic Resources and Services, Resources and Research Library Services, Collection Services, and Systems and Development. Because of the increase in this function, a SPEC kit dealing specifically with Collection Development Organization and Staffing is being planned for early 1987.

Reflecting an increasing need for strategic and long-range planning, as well as ongoing changes in research library management and operations, 15 organization charts assign "planning" as a specific function in the current kit, while none of the charts in the 1973 kit included that function.

All but seven of the new charts show some type of unit to deal with automation, with the location of that unit varying tremendously. Reporting lines for automation include:

Reports To	Number of Libraries
Director	39
Associate Director	6
Director/Associate Director	4
Associate Director, Administrative Services	6
Technical Services/Systems	14
Access Services/Systems	3
General Services	1
Assistant Director of Budgets/ Systems/Planning	1
Chief of Policy/Planning/Systems	1
Other	1

For more information, see *SPEC Kit #126* on Automated Library Systems, July-August 1986; and *SPEC Kit #128* on Systems Office Organization, October 1986.

* SPEC Kit #1, Organization Charts, October 1973 - updated 1977.
Robert K. Johnson & Roscoe Rouse, co-editors, "Organization Charts of Selected Libraries: School, Special, Public, and Academic." Ann Arbor, Michigan: Xerox, University Microfilms, 1973.

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LIBRARY-WIDE REORGANIZATION. The 86 charts also were studied to identify organization-wide trends. For example, undergraduate libraries in large research institutions emerged during the 1960's as separate physical units. Although there have never been large numbers of such separate undergraduate libraries, this study identified at least 12. Some are housed in separate buildings, while others are separate units within the main library.

Based on the available organization charts, only three libraries -- The University of Illinois at Urbana, Duke University, and Southern Illinois University -- have combined public and technical services under one head. This issue also is addressed in *SPEC Kit #112*, Automation and Reorganization of Technical and Public Services, March 1985, and the new OMS Visiting Librarian Paper, "Integration of Public and Technical Services Functions,"November 1986.

Span of control, or the number of positions supervised by high-level management, varies considerably, according to the charts. In eight libraries, there is a second ranking position, usually an associate director, to whom all assistant directors or unit heads report. The range for the span of control for the library director is as follows:

Span of Control for Director	Number of Libraries
1	8
3	5
4	7
5	12
6	14
7	17
8	8
9	5
10	4
11	4
12	1
16	1

ANALYSIS OF TRENDS. There are a few more current charts than in 1973 reflecting committees as a formal part of the organizational structure. In particular, external advisory committees and internal committees composed of departments heads appear a bit more frequently. In Kit #1, two of 10 charts showed committees; in this Kit, 12 of 61 libraries' charts indicate committees. There are also a few more instances of indirect or coordinating lines, probably due to an increase in participative decision-making and multiple reporting relationships over the past 13 years. For a discussion of basic trends and approaches to library reorganization, see "Organization and Staffing of the Libraries of Columbia University", Association of Research Libraries, 1973.

Along with use of committees, multiple reporting lines are another current option for organizational structure. A traditional approach might dictate that an individual have only one reporting line. However, as the structures of libraries become more complex and as some functions are combined, it seems advantageous and inevitable that multiple reporting situations will occur. Of the 61 libraries in the kit, five reflect such situations. In Kit #1, there was one definite instance out of ten of a multiple reporting relationship. One of the most common occurrences of multiple reporting relationships has been in collection development, where there is often some official relationship between department/branch libraries or reference activities in terms of selection, although these functions would not report to a head of collection development. One person with an overview of an activity like collection development can give the library a more focused approach to the activity rather than a fragmented one.

Other more traditional multiple reporting lines include law and medical libraries which most often report to academic deans with relational lines to the university library. This is sometimes true of other specialized independent libraries or of regional campus libraries in a large system. Within the library, there also may be relational lines for functions such as circulation, accounting or special collections, although most charts do not yet reflect these. However, it must be remembered that many of the charts gathered in this study are currently under revision.

Several new functions have become a recognized part of library organizational structures, as compared with 13 years ago. At the same time, the current charts retain nearly all of the former traditional functions as well. Within the current climate of higher education, it is doubtful that there will be great growth for libraries in the foreseeable future. With this in mind, will libraries be able to continue to add functions without combining or streamlining them? While it may appear easy to leave existing programs in place, there are compelling reasons for restructuring activities or in some cases even making the hard decision to eliminate them. There are indications that a number of libraries are moving toward rearranging reporting and working relationships to conform more closely to workflow. For example, technical services may be organized around processing of materials; collection development around intellectual resources of the entire organization; and public services around patrons' needs and use patterns.

The fact that one-fourth of the studied charts are under revision makes it clear that changes are occurring in organizational structures within research libraries. While many of the submitted charts indicate a basically hierarchical structure, most include more functions than 13 years ago, and many show units that have been moved around or renamed to reflect changes in workflow or institutional emphasis. For example, the title of "access services" appears anew in 14 libraries in the 1986 charts.How a library operates within a defined structure cannot be determined from a chart, but indications are that workflow has changed significantly in many institutions. There must be a structure for a large organization to function, but that formal structure as portrayed in charts does not fully illustrate how an organization actually operates and interrelates.

The *SPEC Kit* on Organization Charts in ARL Libraries (#129, November-December 1986, 104 pages) includes charts from 61 U.S. academic members of the Association of Research Libraries, several with explanatory notes.

* * * *

This Kit was prepared by Irene B. Hoadley, Director, Texas A&M University Library, as part of the OMS Collaborative Research-Writing Program.

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ORGANIZATION CHARTS
#129, November-December 1986

Arizona, 10/86 1
Arizona State, 5/85 2
Brigham Young, 11/85 3
Brown, 4/84, General, Public Services and Collection Development, Technical Services, Special Collections 4
California, Davis, 1985-1986 8
California, Los Angeles, 10/86 9
California, Riverside, 9/85 10
California, San Diego 11
Chicago, 3/86..... 12
Cincinnati, 1/86 13
Colorado, Boulder, 9/85 14
Colorado State, 1/86..... 15
Columbia 16
Connecticut, 1/86 17
Cornell, 7/85 18
Dartmouth, 12/84 19
Duke, 6/86 20
Emory, 10/85 21
Florida, 1986 22
Georgetown 23
Houston, 3/86, Public Services, Bibliographic Services 24
Indiana, 1986 26
Iowa State, 9/85 27
Johns Hopkins, 11/85 28
Kansas, 11/84 29
Kent State, 7/85, Proposed, Technical Services 30
Kentucky 32
Louisiana State University, Special Services, Technical Services, Public Services, Special Collections, ... 35
Maryland 42
Massachusetts, 7/85 43
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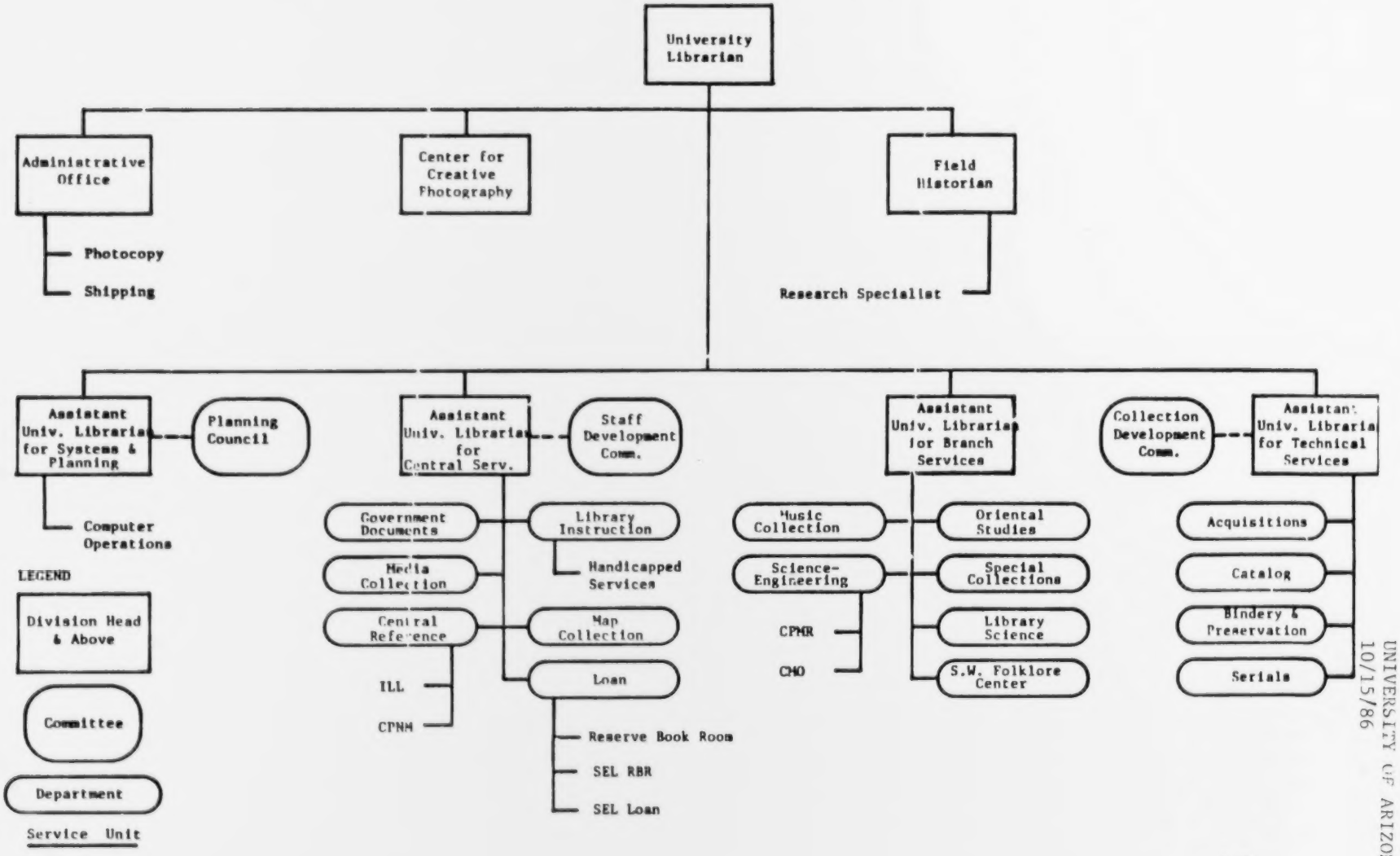
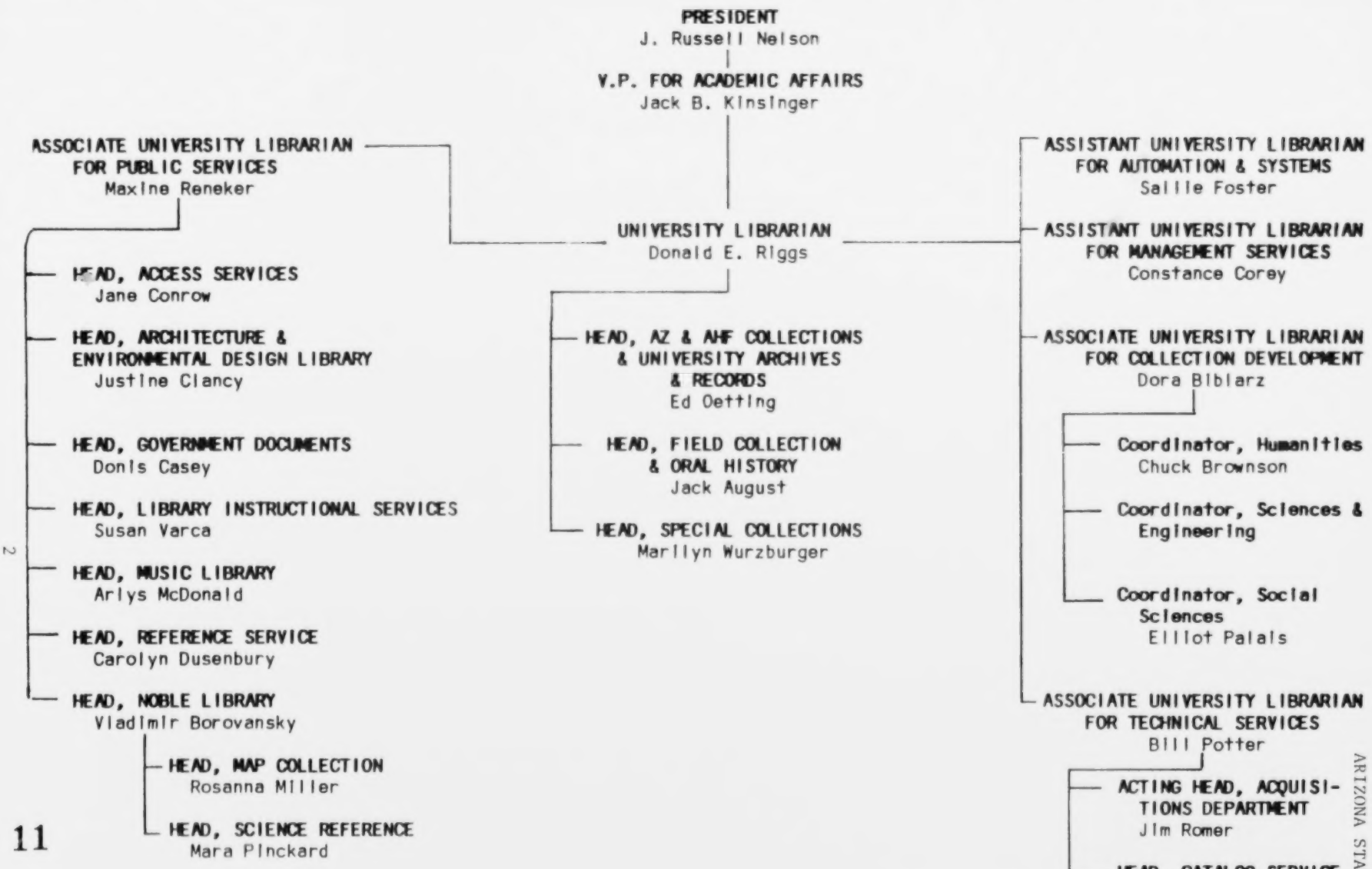
Vanderbilt, 9/85, General, Organization Description 85
Virginia Polytechnic, General, Bibliographic Services, User Services, General Reference, Science and Technology, Humanities, ... 89
Washington University 95
Washington State, 11/84 96
Wayne State, General, Technical Services, Kresge/Purdy Library, Law Library Science and Engineering Library, Medical Library, Media Services, University Press 97

University of Arizona Library



UNIVERSITY OF ARIZONA
10/15/86



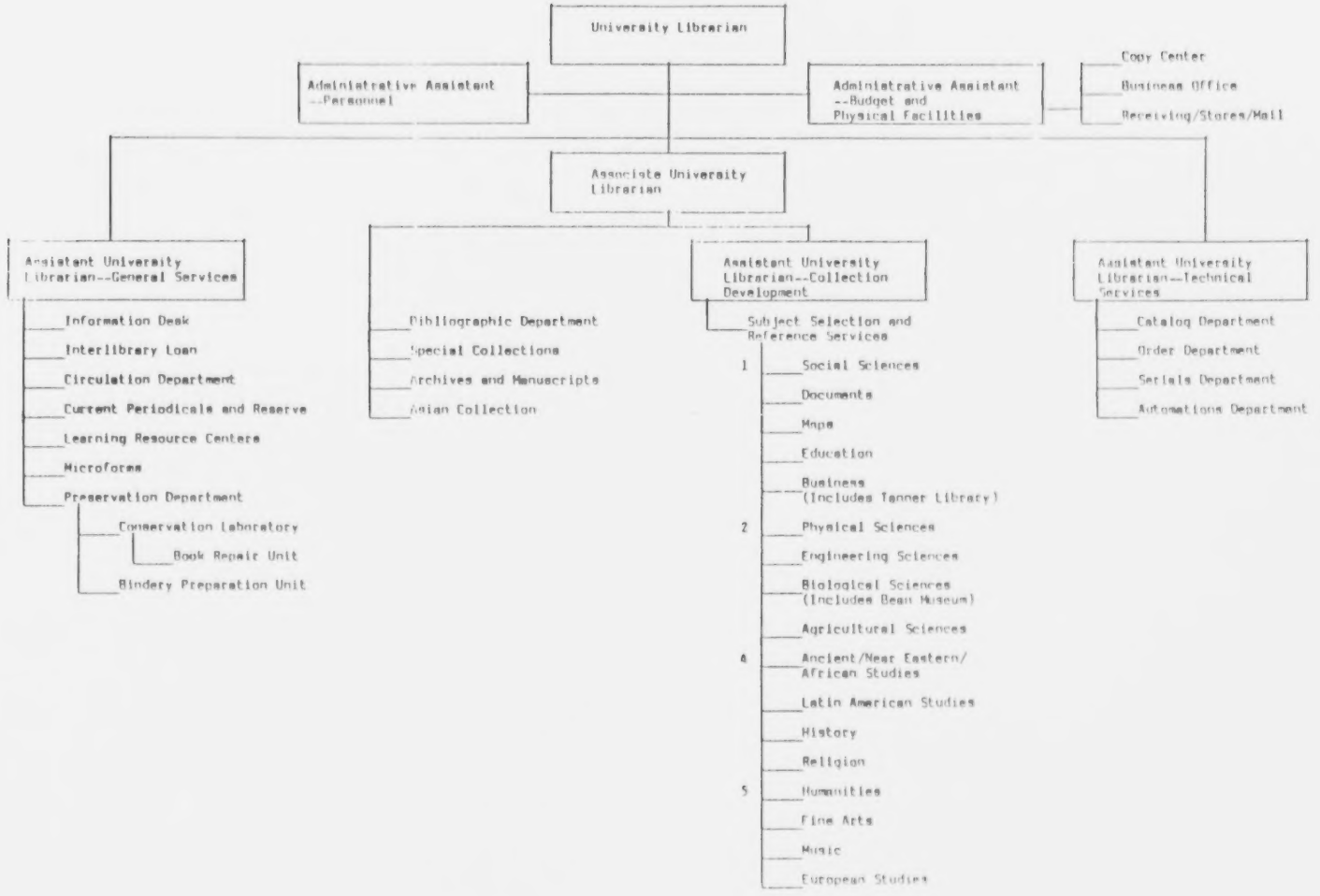
2

11

ARIZONA STATE UNIVERSITY 5/85

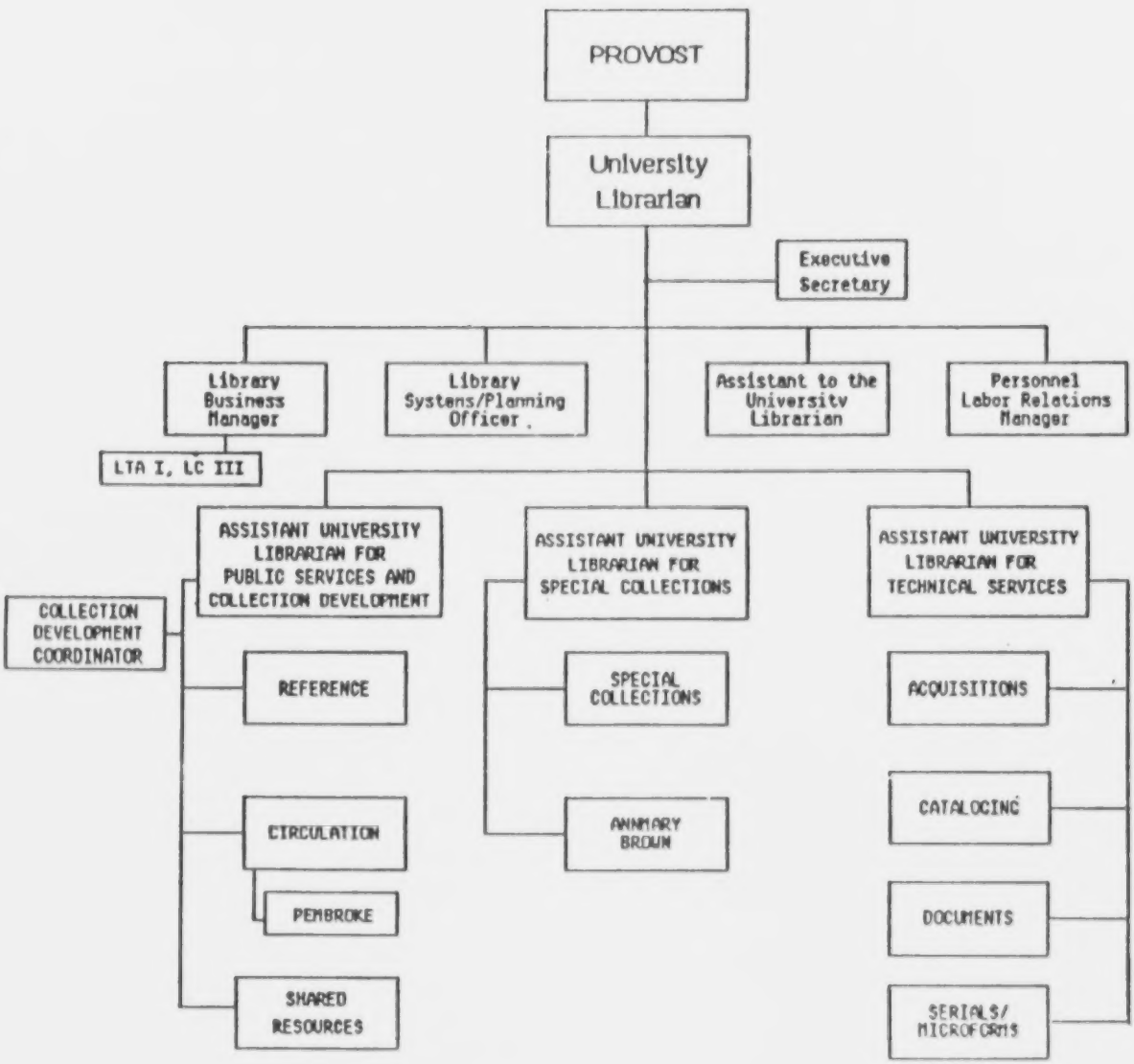
U. 12

LIBRARY ORGANIZATIONAL CHART



BRIGHAM YOUNG UNIVERSITY
11/85

POLICY I . 4
BROWN UNIVERSITY LIBRARY
ORGANIZATION CHART



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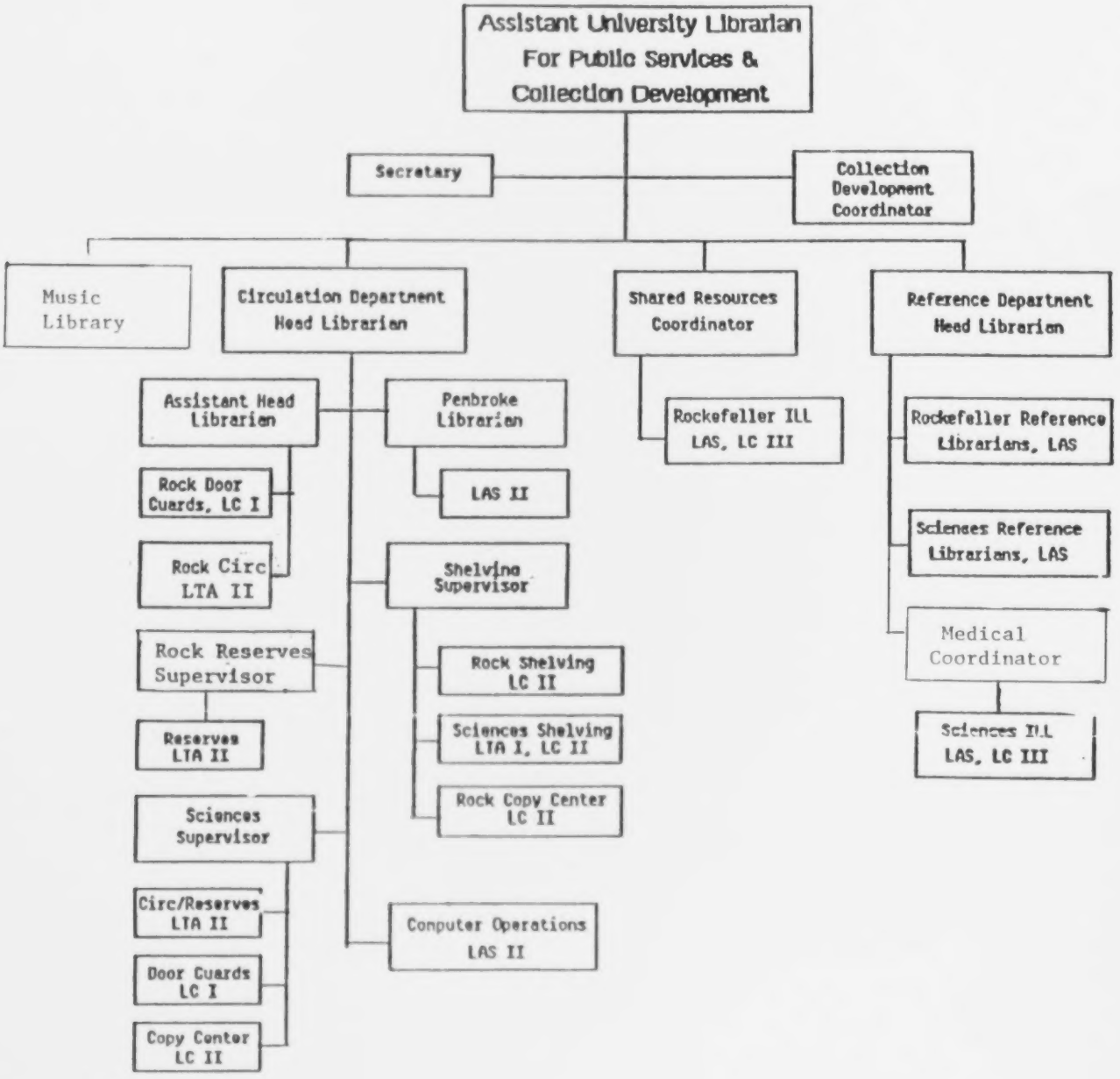
POLICY I . 5

BROWN UNIVERSITY LIBRARY

PUBLIC SERVICES AND COLLECTION DEVELOPMENT DIVISION

ORGANIZATION CHART



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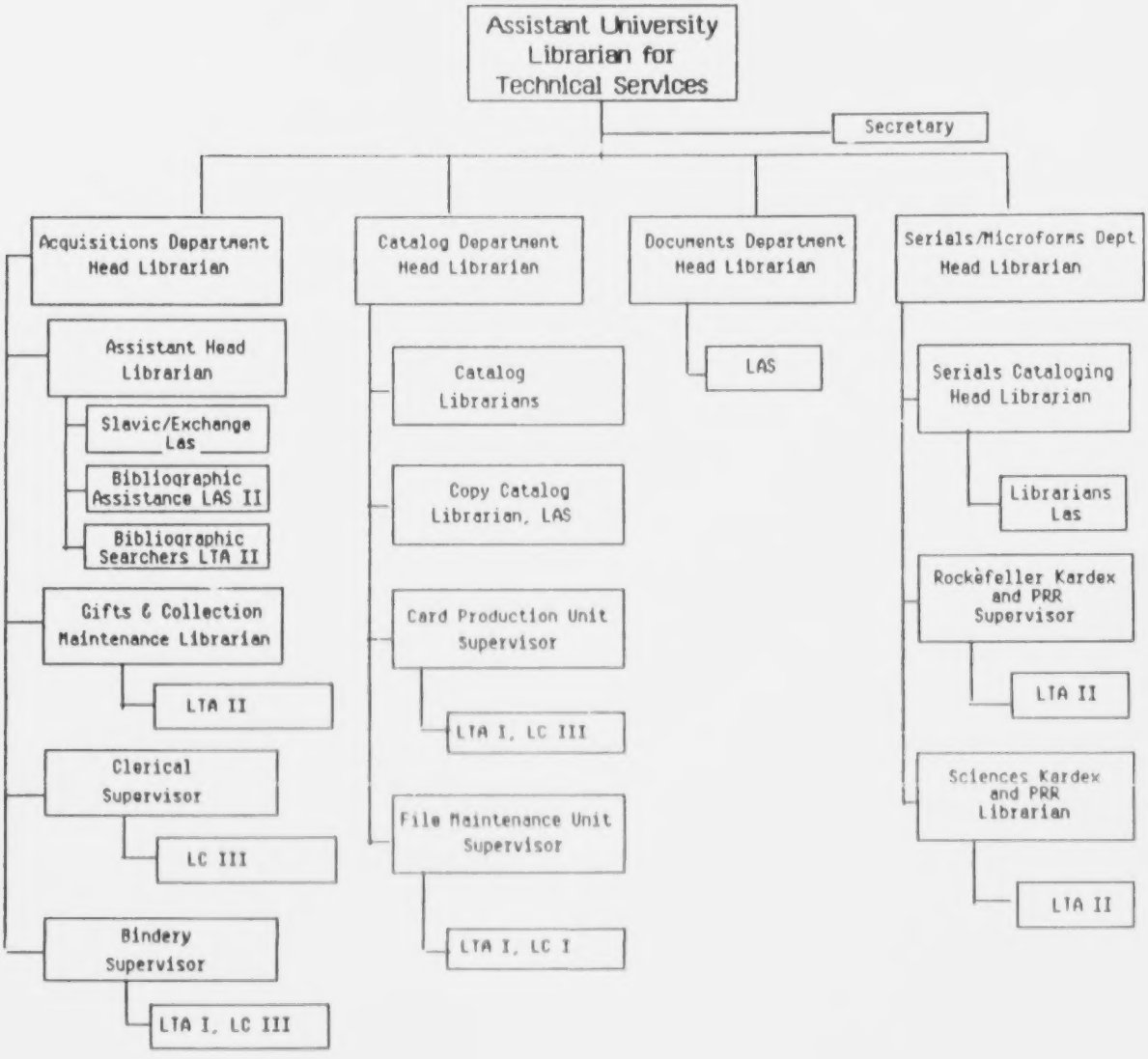
POLICY I . 6
BROWN UNIVERSITY LIBRARY
TECHNICAL SERVICES DIVISION
ORGANIZATION CHART



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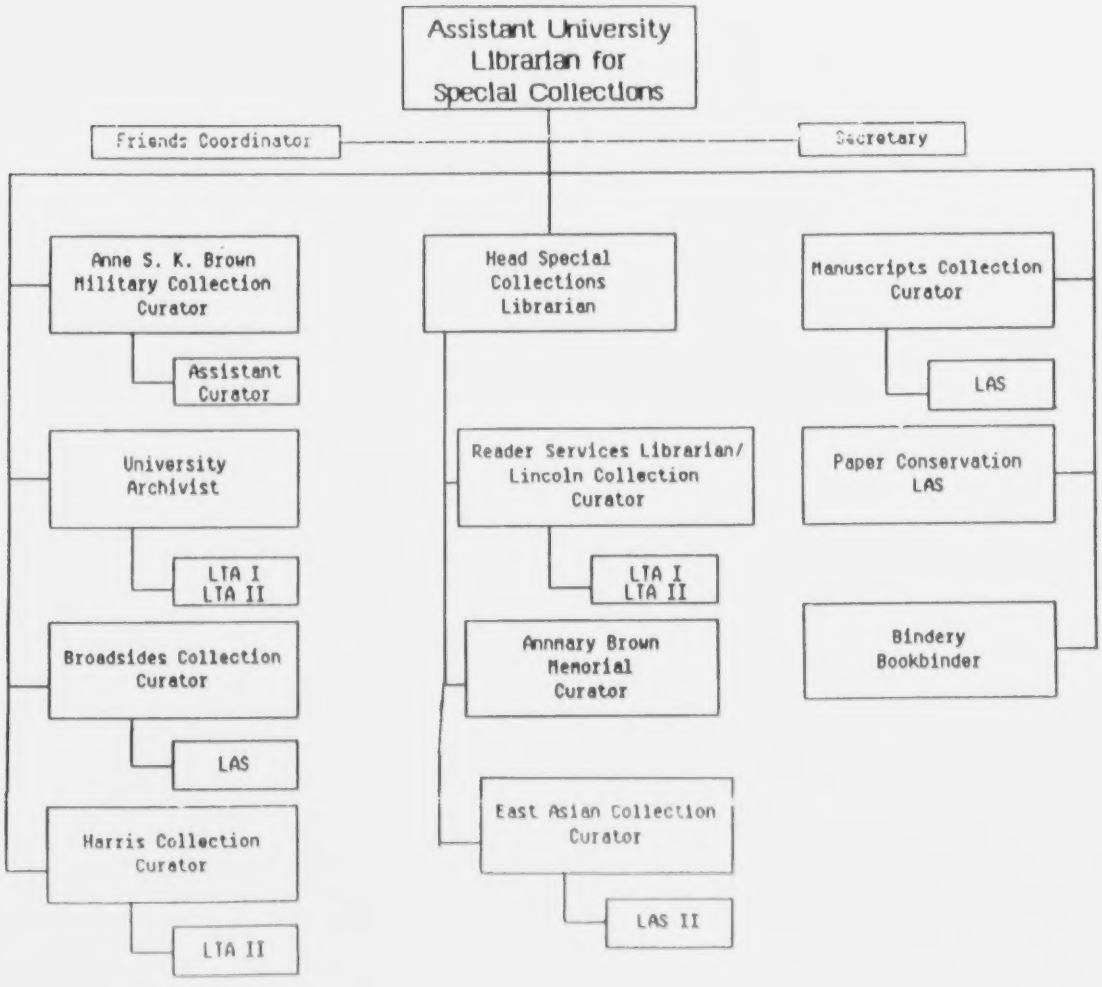
POLICY I . 7

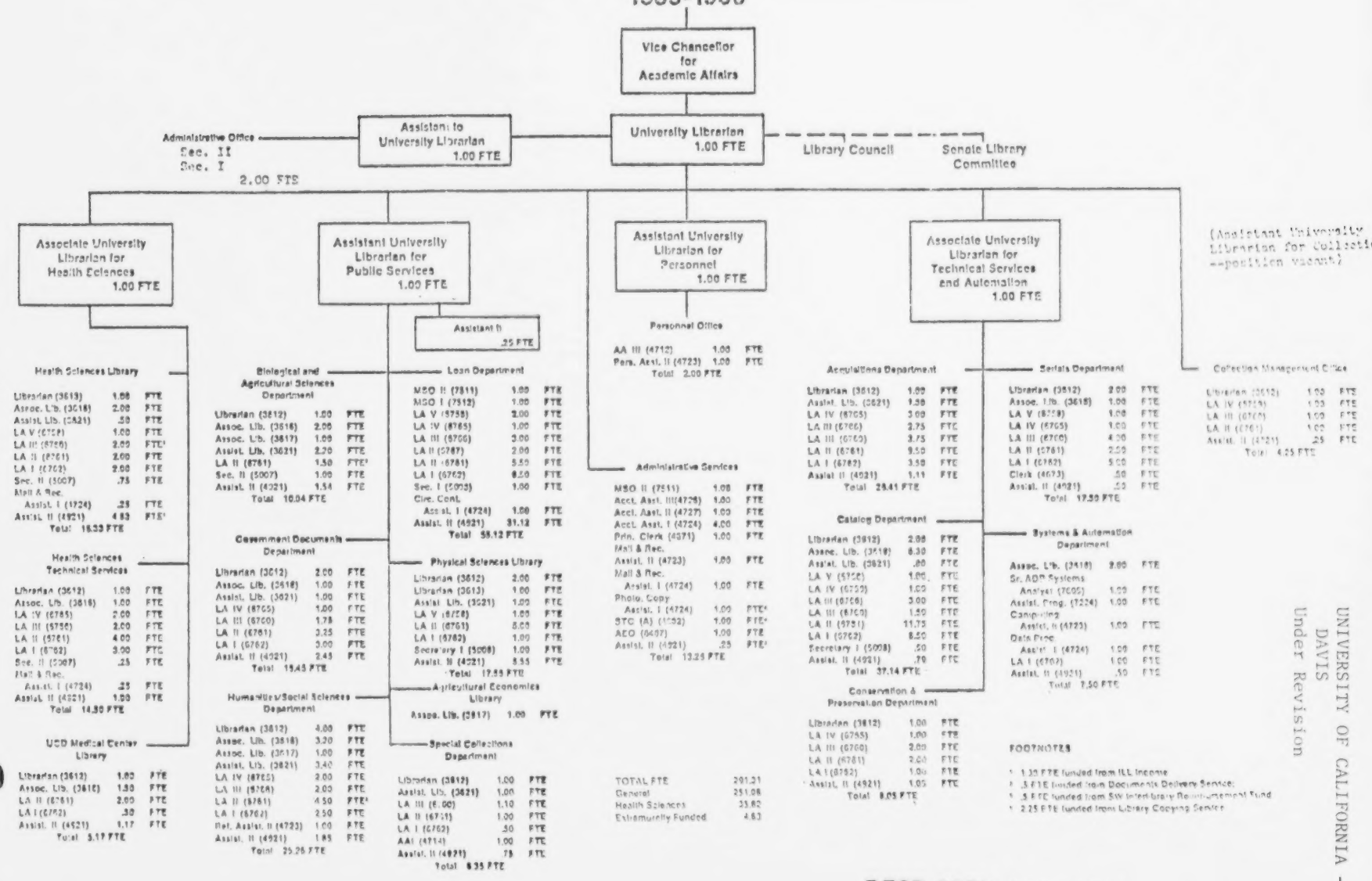
BROWN UNIVERSITY LIBRARY

SPECIAL COLLECTIONS DIVISION

ORGANIZATION CHART



GENERAL LIBRARY ORGANIZATION CHART
1985-1986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Senate Library Committee
Administrative Office
Sec. II
Sec. I
2.00 FTE
Assistant to University Librarian 1.00 FTE
Associate University Librarian for Health Sciences 1.00 FTE
Assistant University Librarian for Public Services 1.00 FTE
Assistant II .25 FTE
Assistant University Librarian for Personnel 1.00 FTE
Associate University Librarian for Technical Services and Automation 1.00 FTE
(Assistant University Librarian for Collection --position vacant)
Health Sciences Library
Librarian (3613) 1.00 FTE
Assoc. Lib. (3618) 2.00 FTE
Assist. Lib. (3621) .50 FTE
LA V (6758) 1.00 FTE
LA III (6760) 2.00 FTE[1]
LA II (6761) 2.00 FTE
LA I (6762) 2.00 FTE
Sec. II (5007) .75 FTE
Mail & Rec.
Assist. I (4724) .25 FTE
Assist. II (4921) 4.83 FTE[1]
Total 16.33 FTE
Health Sciences Technical Services
Librarian (3612) 1.00 FTE
Assoc. Lib. (3618) 1.00 FTE
LA IV (6755) 2.00 FTE
LA III (6756) 2.00 FTE
LA II (6761) 4.00 FTE
LA I (6762) 3.00 FTE
Sec. II (5007) .25 FTE
Mail & Rec.
Assist. I (4724) .25 FTE
Assist. II (4921) 1.00 FTE
Total 14.50 FTE
UCD Medical Center Library
Librarian (3612) 1.00 FTE
Assoc. Lib. (3618) 1.50 FTE
LA II (6761) 2.00 FTE
LA I (6762) .50 FTE
Assist. II (4921) 1.17 FTE
Total 5.17 FTE
Biological and Agricultural Sciences Department
Librarian (3612) 1.00 FTE
Assoc. Lib. (3618) 2.00 FTE
Assoc. Lib. (3617) 1.00 FTE
Assist. Lib. (3621) 2.70 FTE
LA II (6761) 1.50 FTE[2]
Sec. II (5007) 1.00 FTE
Assist. II (4921) 1.54 FTE
Total 10.04 FTE
Government Documents Department
Librarian (3612) 2.00 FTE
Assoc. Lib. (3618) 1.00 FTE
Assist. Lib. (3621) 1.00 FTE
LA IV (6755) 1.00 FTE
LA III (6760) 1.75 FTE
LA II (6761) 3.25 FTE
LA I (6762) 3.00 FTE
Assist. II (4921) 2.43 FTE
Total 15.43 FTE
Humanities/Social Sciences Department
Librarian (3612) 4.00 FTE
Assoc. Lib. (3618) 3.20 FTE
Assoc. Lib. (3617) 1.00 FTE
Assist. Lib. (3621) 3.40 FTE
LA IV (6755) 2.00 FTE
LA III (6756) 2.00 FTE
LA II (6761) 4.50 FTE[3]
LA I (6762) 2.50 FTE
Hot. Assist. II (4723) 1.00 FTE
Assist. II (4921) 1.65 FTE
Total 25.25 FTE
Loan Department
MSO II (7511) 1.00 FTE
MSO I (7512) 1.00 FTE
LA V (6758) 2.00 FTE
LA IV (6755) 1.00 FTE
LA III (6756) 3.00 FTE
LA II (6787) 2.00 FTE
LA II (6761) 5.50 FTE
LA I (6762) 8.50 FTE
Sec. I (5003) 1.00 FTE
Circ. Cont.
Assist. I (4724) 1.00 FTE
Assist. II (4921) 31.12 FTE
Total 58.12 FTE
Physical Sciences Library
Librarian (3612) 2.00 FTE
Librarian (3613) 1.00 FTE
Assist. Lib. (3621) 1.00 FTE
LA V (6758) 1.00 FTE
LA II (6761) 5.00 FTE
LA I (6762) 1.00 FTE
Secretary I (5008) 1.00 FTE
Assist. II (4921) 5.55 FTE
Total 17.55 FTE
Agricultural Economics Library
Assoc. Lib. (3617) 1.00 FTE
Special Collections Department
Librarian (3612) 1.00 FTE
Assist. Lib. (3621) 1.00 FTE
LA III (6760) 1.10 FTE
LA II (6761) 1.00 FTE
LA I (6762) .50 FTE
AAI (4714) 1.00 FTE
Assist. II (4921) .75 FTE
Total 6.35 FTE
Personnel Office
AA III (4712) 1.00 FTE
Pers. Asst. II (4723) 1.00 FTE
Total 2.00 FTE
Administrative Services
MSO II (7511) 1.00 FTE
Acct. Asst. III(4726) 1.00 FTE
Acct. Asst. II (4727) 1.00 FTE
Acct. Asst. I (4724) 4.00 FTE
Prin. Clerk (4971) 1.00 FTE
Mail & Rec.
Assist. II (4723) 1.00 FTE
Mail & Rec.
Assist. I (4724) 1.00 FTE
Photo. Copy
Assist. I (4724) 1.00 FTE[4]
STC (A) (1152) 1.00 FTE[4]
AEO (0497) 1.00 FTE
Assist. II (4921) .25 FTE[1]
Total 13.25 FTE
TOTAL FTE 291.31
General 251.06
Health Sciences 35.82
Extramurally Funded 4.43
Acquisitions Department
Librarian (3612) 1.00 FTE
Assist. Lib. (3621) 1.50 FTE
LA IV (6755) 3.00 FTE
LA III (6756) 2.75 FTE
LA III (6760) 3.75 FTE
LA II (6761) 9.50 FTE
LA I (6762) 3.50 FTE
Assist II (4921) 1.11 FTE
Total 28.61 FTE
Catalog Department
Librarian (3612) 2.00 FTE
Assoc. Lib. (3618) 6.30 FTE
Assist. Lib. (3621) .80 FTE
LA V (6758) 1.00 FTE
LA IV (6755) 1.00 FTE
LA III (6756) 3.00 FTE
LA III (6760) 1.50 FTE
LA II (6761) 11.75 FTE
LA I (6762) 8.50 FTE
Secretary I (5008) .50 FTE
Assist. II (4921) .79 FTE
Total 37.14 FTE
Conservation & Preservation Department
Librarian (3612) 1.00 FTE
LA IV (6755) 1.00 FTE
LA III (6760) 2.00 FTE
LA II (6761) 2.00 FTE
LA I (6762) 1.00 FTE
Assist. II (4921) 1.05 FTE
Total 8.05 FTE
Serials Department
Librarian (3612) 2.00 FTE
Assoc. Lib. (3618) 1.00 FTE
LA V (6758) 1.00 FTE
LA IV (6755) 1.00 FTE
LA III (6760) 4.00 FTE
LA II (6761) 2.50 FTE
LA I (6762) 5.00 FTE
Clerk (4973) .50 FTE
Assist. II (4921) .50 FTE
Total 17.50 FTE
Systems & Automation Department
Assoc. Lib. (3618) 2.00 FTE
Sr. ADP Systems Analyst (7005) 1.00 FTE
Assist. Prog. (7224) 1.00 FTE
Computing Assist. II (4723) 1.00 FTE
Data Proc. Assist. I (4724) 1.00 FTE
LA I (6762) 1.00 FTE
Assist. II (4921) .50 FTE
Total 7.50 FTE
Collection Management Office
Librarian (3612) 1.00 FTE
LA IV (6755) 1.00 FTE
LA III (6760) 1.00 FTE
LA II (6761) 1.00 FTE
Assist. II (4921) .25 FTE
Total 4.25 FTE
FOOTNOTES
[1] 1.33 FTE funded from ILL income
[2] .5 FTE funded from Documents Delivery Service;
[3] .5 FTE funded from SW Interlibrary Reimbursement Fund
[4] 2.25 FTE funded from Library Copying Service

UNIVERSITY OF CALIFORNIA - DAVIS
Under Revision

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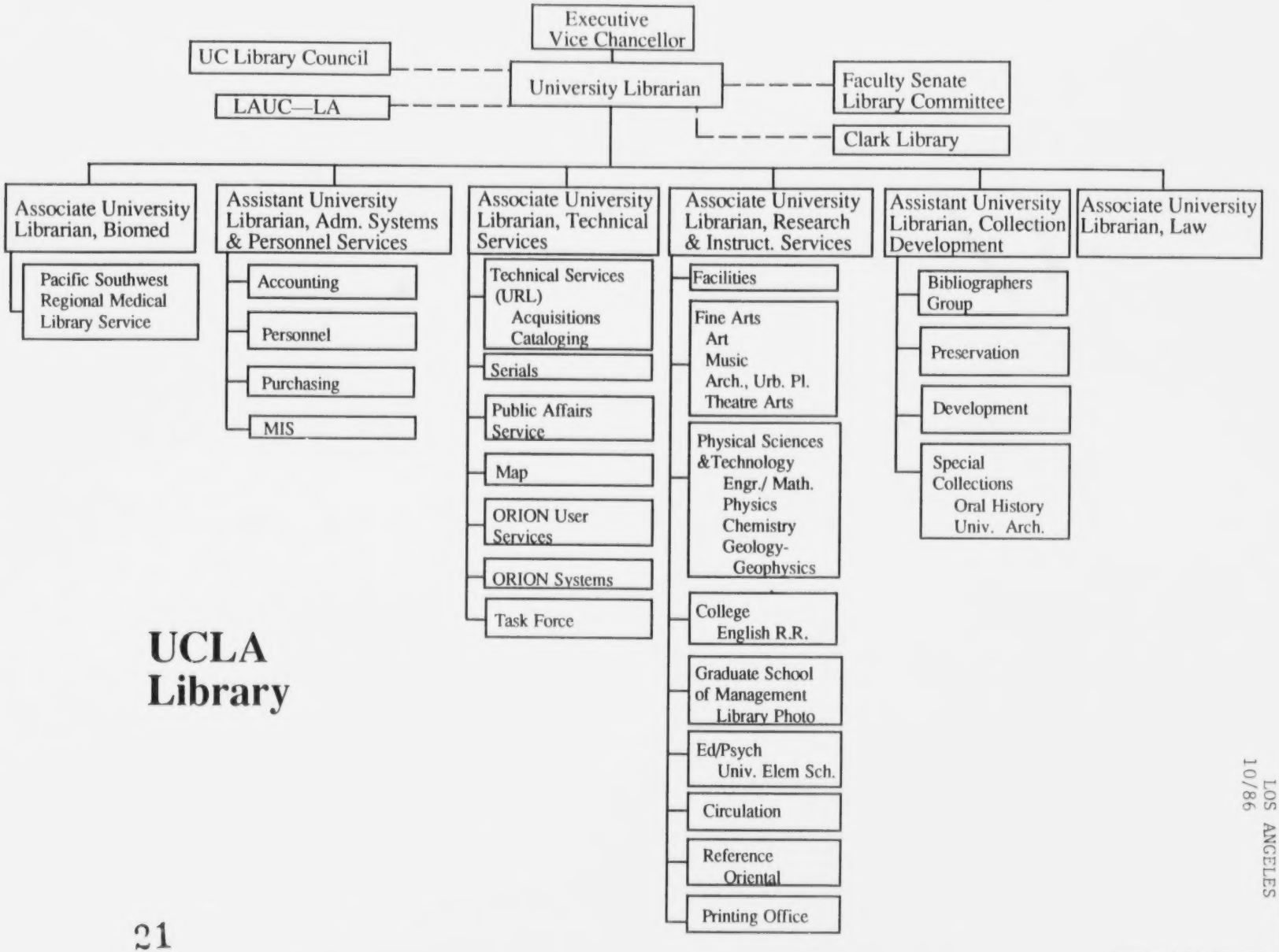


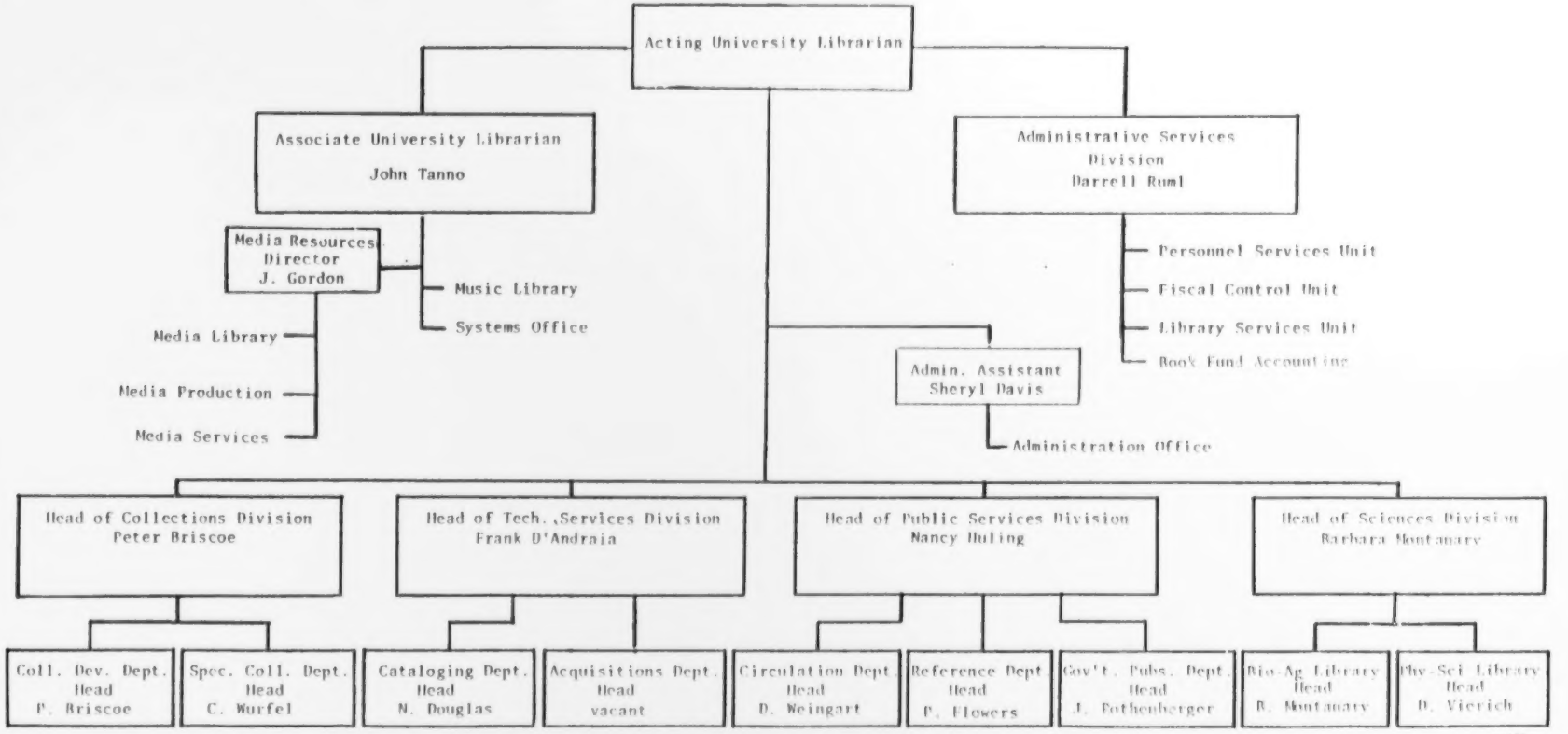
UCLA Library

Revised 20 Oct 86

UNIVERSITY OF CALIFORNIA
LOS ANGELES
10/86

University of California, Riverside
University Library Organization Chart*

SEPTEMBER 1985

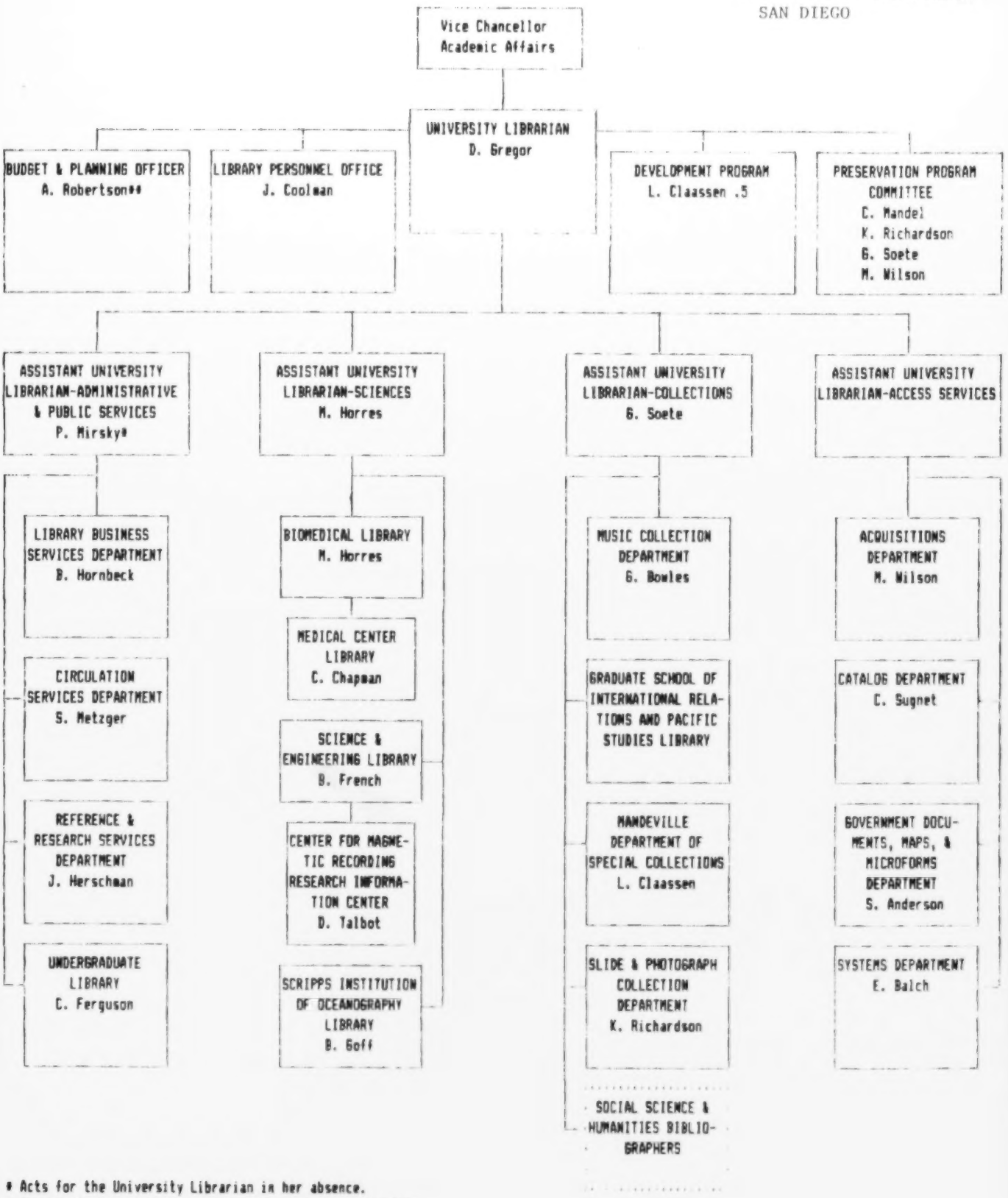


*The Departmental and Unit Organization Charts are available in the current **Library Planning Notebook**

UNIVERSITY OF CALIFORNIA
RIVERSIDE
9/85

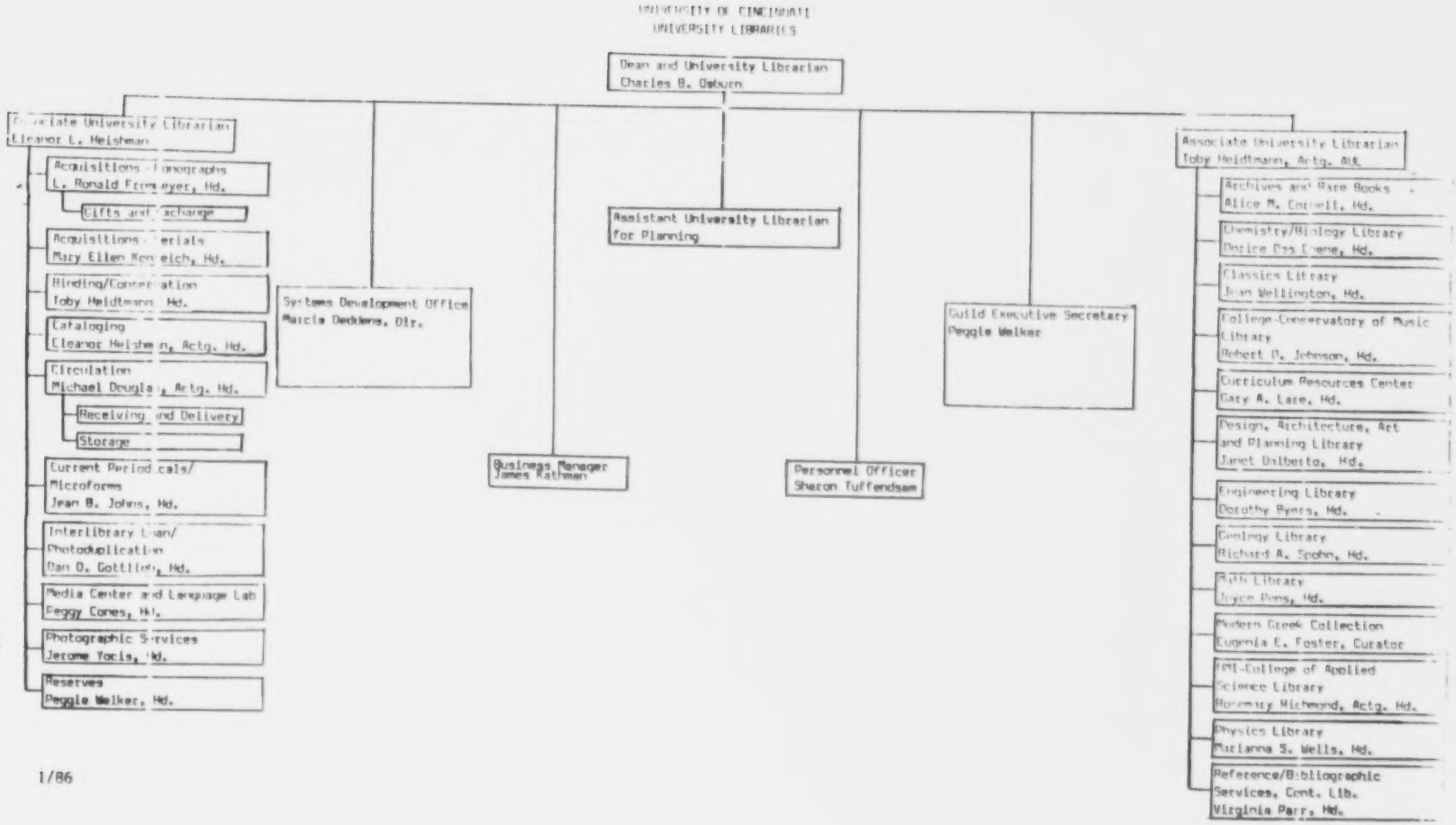
LIBRARY ORGANIZATION CHART

UIVERSITY OF CALIFORNIA
SAN DIEGO



* Acts for the University Librarian in her absence.
** Reports to Assistant University Librarian-Administrative & Public Services in role of Facilities Manager

BOARD OF TRUSTEES
PRESIDENT
PROVOST
DIRECTOR Runkle
SECRETARY Kirby
DEVELOPMENT Pinc
ASST. DIR. TECH. SERV Pollard
ASSOC. DIR. PUBLIC SERV. Dillon
ASST. DIR. SCIENCE LIB. Swanson
ASST DIRECTOR SYSTEMS Payne
ASST. DIR. ADMIN. SERV Soderland
LAW LIBRARIAN Wright
CURATOR SPECIAL COLL. Rosenthal
ACQUISITIONS Coats
U.S. Mail & Navler
SERIALS Schmierer
CIRCULATION SERVICES Nilsoxen
REFERENCE SERVICES & ILL Shea
COLLECTION DEVELOPMENT Heiser
PRESERVATION & PHOTODUP. Lee
ACCESS SERVS. Vaughan
REF. & SUBJ. SERVICES Zar
LIBRARY SYSTEMS Clark
PLANT AND EQUIPMENT R. Schnoor
PUBLIC SERVICES
HARPER Libby
ANTHROPOLOGY, GEOG. & MAPS Winters
DIVINITY, PHILOSOPHY & HIST. SCI. Buchanyin
FAR EAST Cheng
PHOTOLOPY/ ILL Lewis
BIOMEDICAL Radschneider
SHIPPING & RECEIVING Miles
TECHNICAL SERVICES Tang
SOCIAL SERV. ADMIN. Libby
ART
EDUCATION, PSYCH., SOC. Murray
MIDDLE EAST Craig
NATIONAL TRANSLATIONS CENTER Nowak
CHEM., MATH, COMP. SCI., & STATISTICS Rice
PERSONNEL Waters
FOREIGN LAW Sprudzs
BUSINESS & ECONOMICS Nader
HISTORY, POLT. SCI., LIB. SCI. Conaway
SLAVIC & LINGUISTICS
GEOPHYSICS, TECHNOLOGY, & HISTORY OF SCIENCE Zar
PAYROLL & ACCOUNTING Ramzis
ANCIENT NEAR EAST, CLASSICS Lyon
MUSIC & PERF. ARTS Lenneberg
SOUTH ASIA Nye
GENERAL SCIENCE H. Schnoor
WEST EUROPE LANG. & LIT.
PHYSICS & ASTRONOMY Prochovnick



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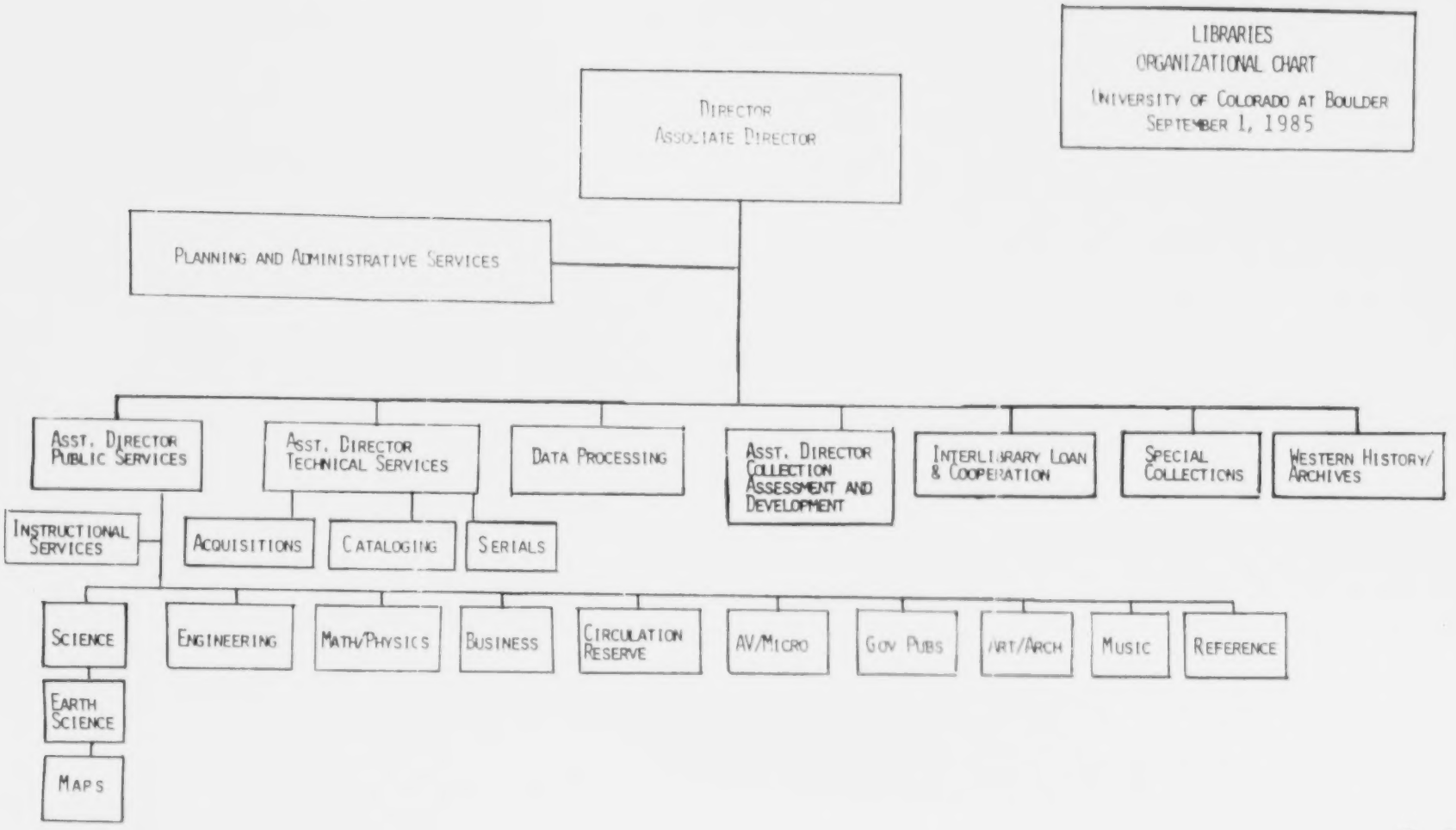
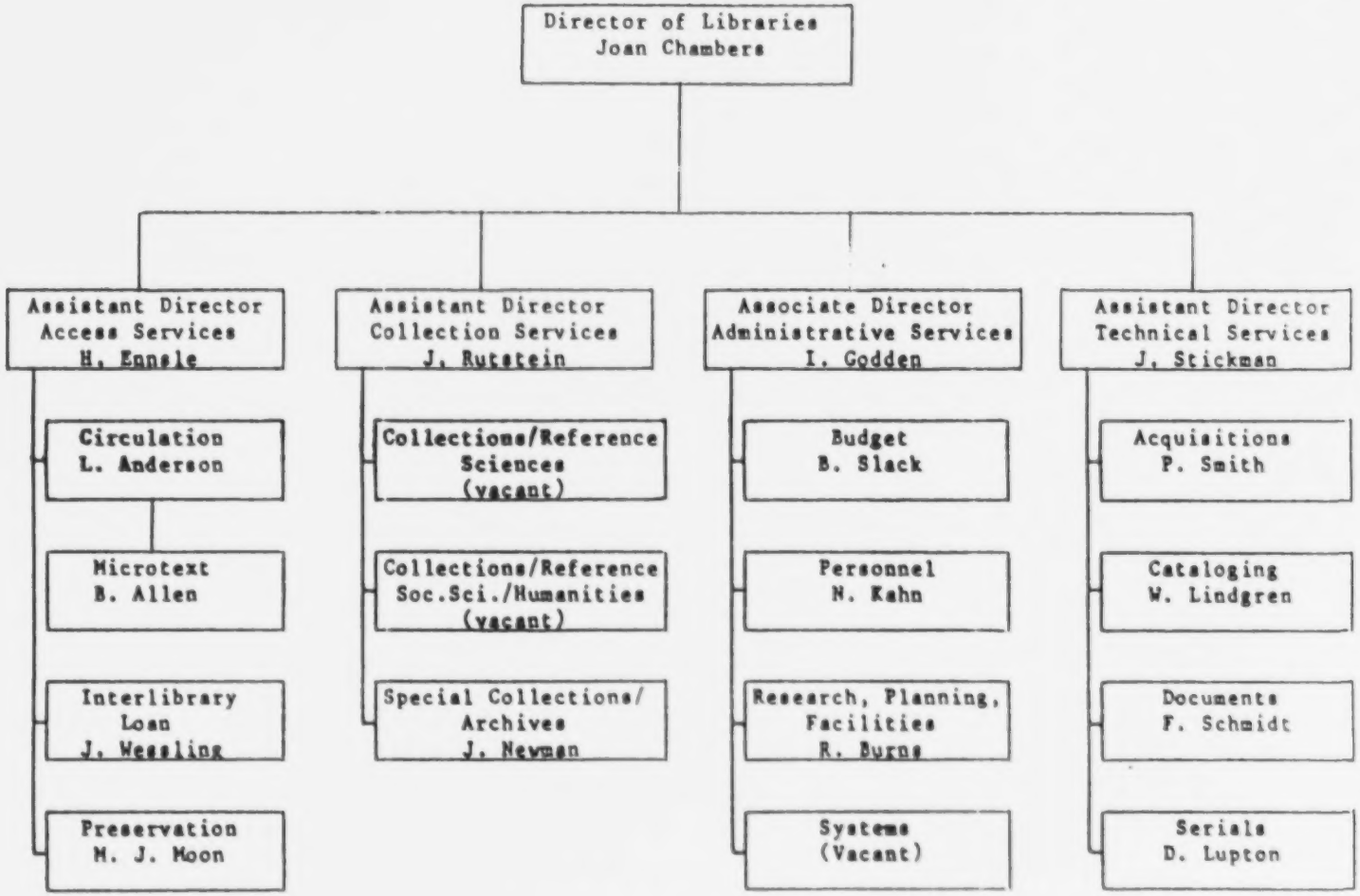
UNIVERSITY OF CINCINNATI
1/86



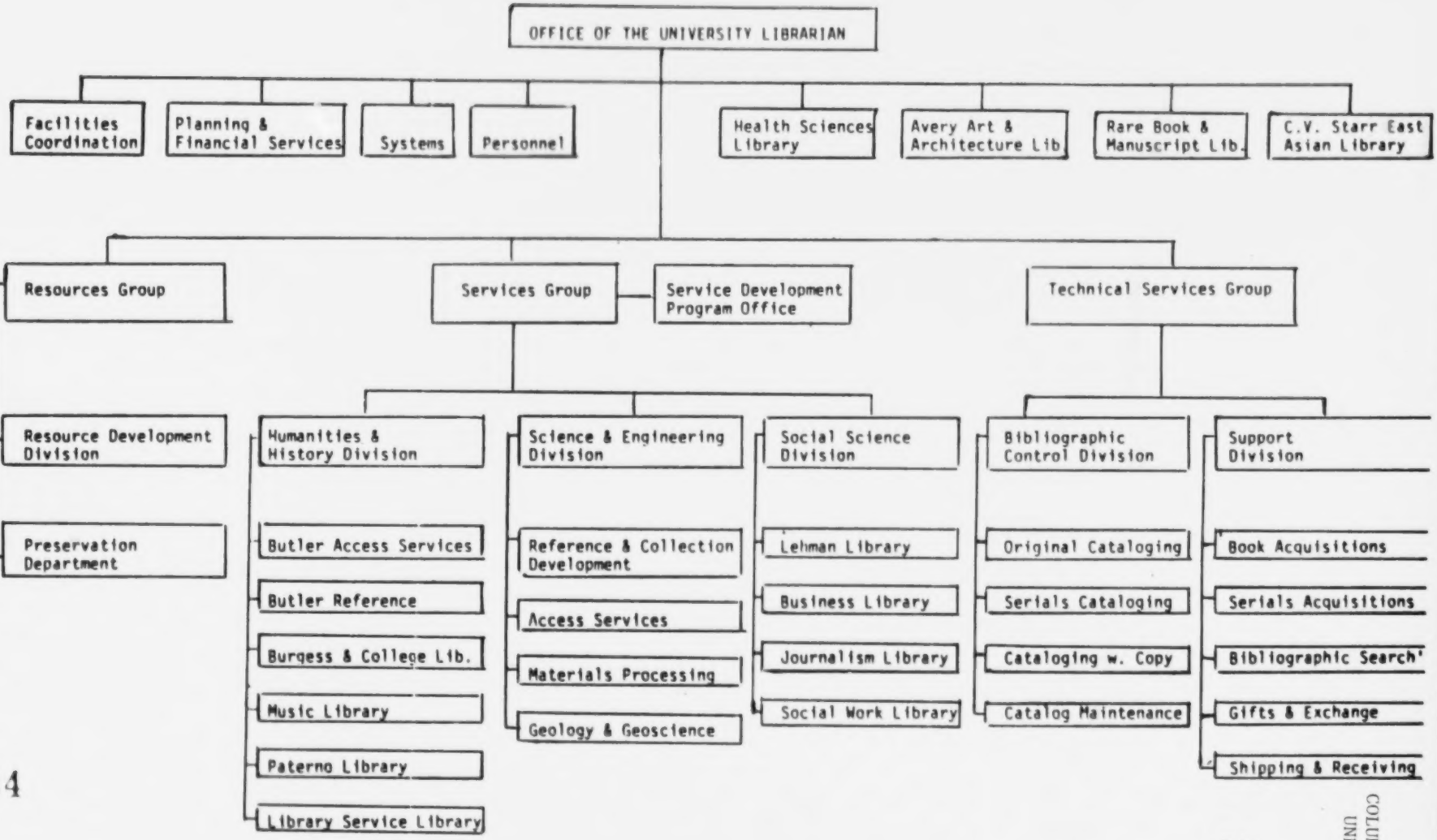
UNIVERSITY OF COLORADO
BOULDER
9/85

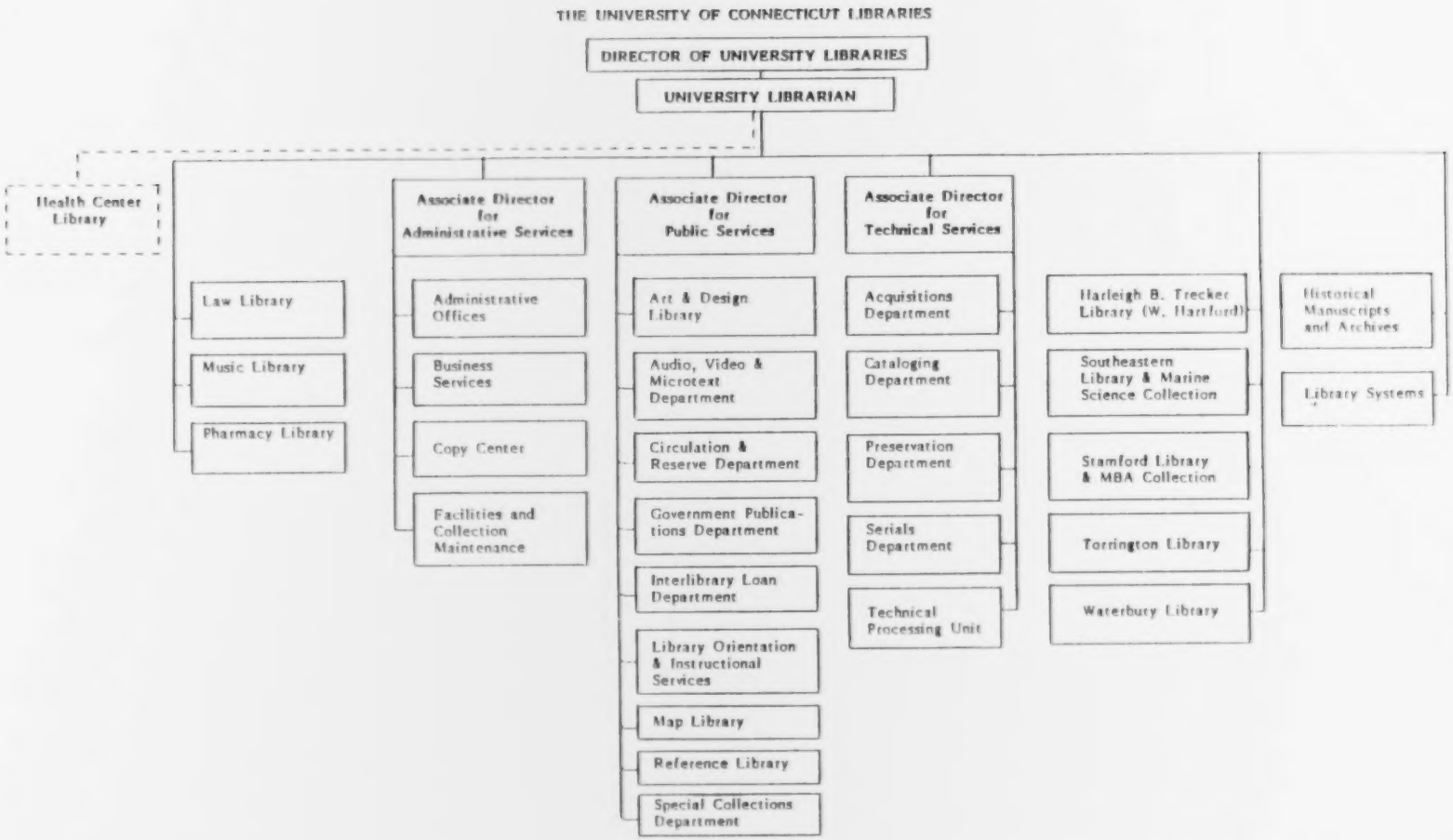


JLC:rl

1/29/86

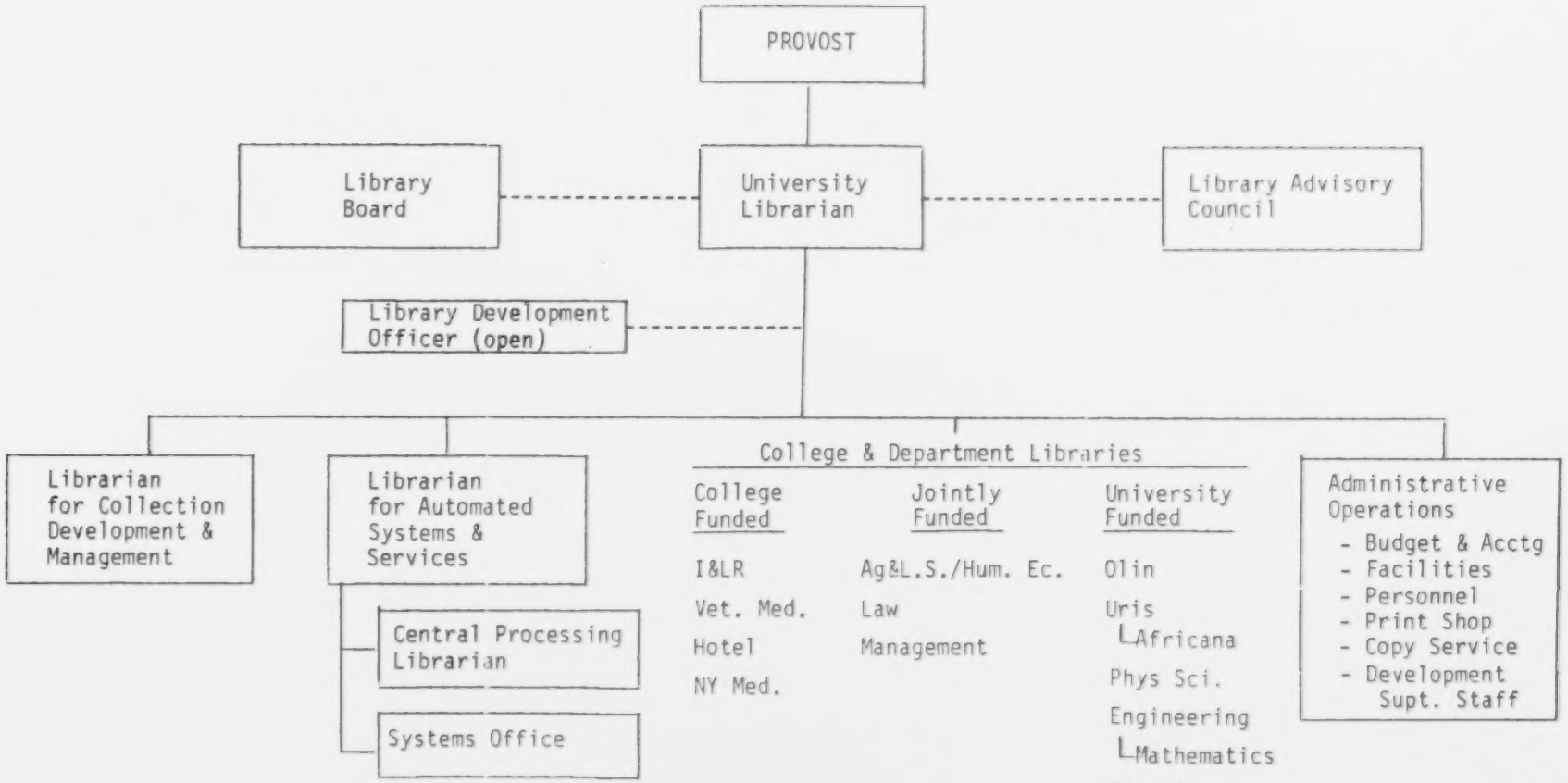
COLORADO STATE UNIVERSITY
1/86


OFFICE OF THE UNIVERSITY LIBRARIAN
Facilities Coordination
Planning & Financial Services
Systems
Personnel
Health Sciences Library
Avery Art & Architecture Lib
Rare Book & Manuscript Lib.
C.V. Starr East Asian Library
Resources Group
Services Group
Service Development Program Office
Technical Services Group
Resource Development Division
Preservation Department
Humanities & History Division
Butler Access Services
Butler Reference
Burgess & College Lib.
Music Library
Paterno Library
Library Service Library
Science & Engineering Division
Reference & Collection Development
Access Services
Materials Processing
Geology & Geoscience
Social Science Division
Lehman Library
Business Library
Journalism Library
Social Work Library
Bibliographic Control Division
Original Cataloging
Serials Cataloging
Cataloging w. Copy
Catalog Maintenance
Support Division
Book Acquisitions
Serials Acquisitions
Bibliographic Search'
Gifts & Exchange
Shipping & Receiving


THE UNIVERSITY OF CONNECTICUT LIBRARIES
DIRECTOR OF UNIVERSITY LIBRARIES
UNIVERSITY LIBRARIAN
Health Center Library
Law Library
Music Library
Pharmacy Library
Associate Director for Administrative Services
Administrative Offices
Business Services
Copy Center
Facilities and Collection Maintenance
Associate Director for Public Services
Art & Design Library
Audio, Video & Microtext Department
Circulation & Reserve Department
Government Publications Department
Interlibrary Loan Department
Library Orientation & Instructional Services
Map Library
Reference Library
Special Collections Department
Associate Director for Technical Services
Acquisitions Department
Cataloging Department
Preservation Department
Serials Department
Technical Processing Unit
Harleigh B. Trecker Library (W. Hartford)
Southeastern Library & Marine Science Collection
Stamford Library & MBA Collection
Torrington Library
Waterbury Library
Historical Manuscripts and Archives
Library Systems

CORNELL UNIVERSITY LIBRARIES

ORGANIZATION CHART



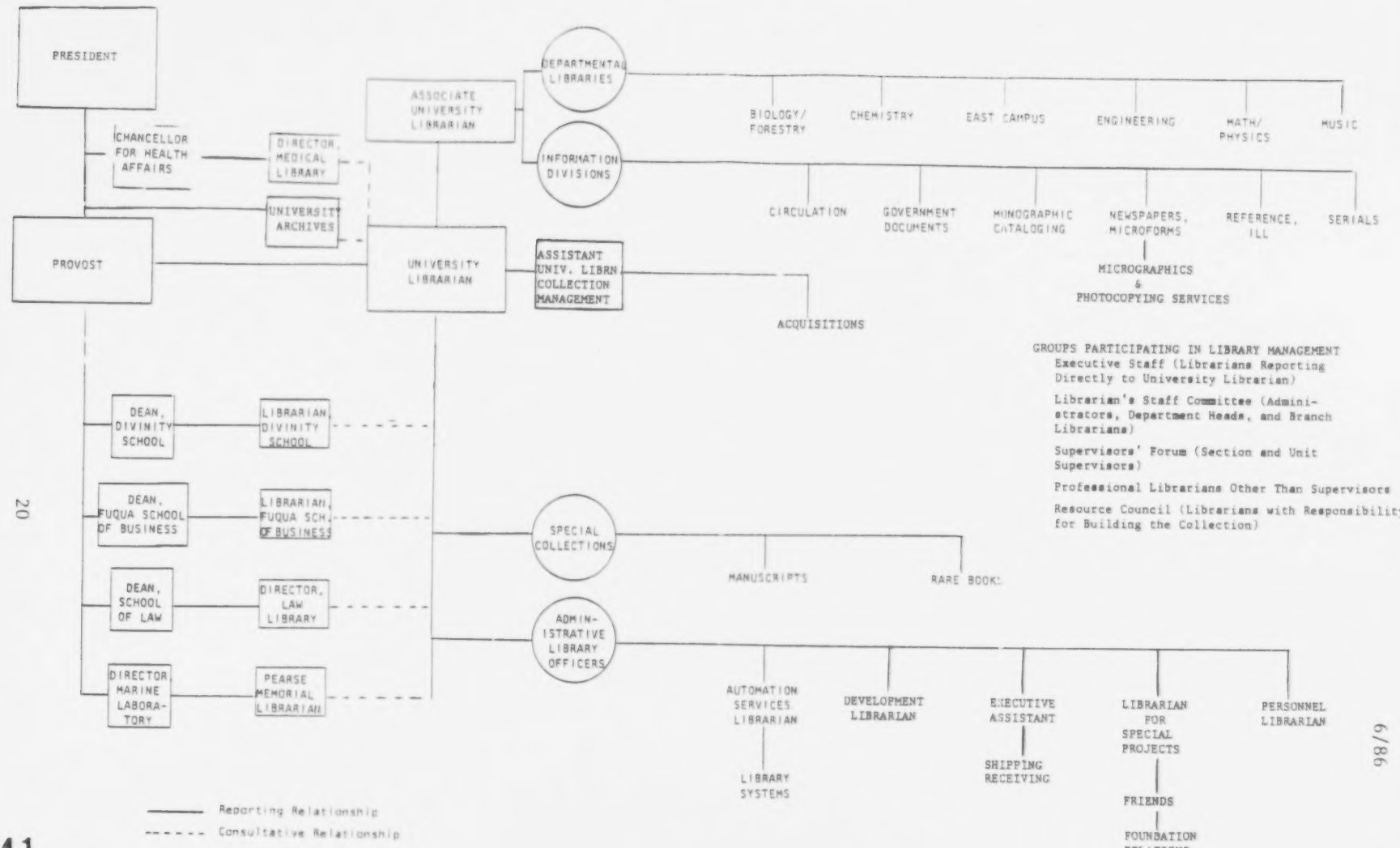
REVISED 7/18/85

CORNELL UNIVERSITY
UNDER REVISION
7/85

DARTMOUTH COLLEGE
12/84

Dartmouth College Library Organizational Chart
December 1984

One point not clearly reflected on the chart is that the Director of Collection Development and Bibliographic Control oversees the collection development for the Library and although the public service librarians who also are selectors do not report to him he does coordinate and oversee this aspect of their responsibilities.



GROUPS PARTICIPATING IN LIBRARY MANAGEMENT

Executive Staff (Librarians Reporting Directly to University Librarian)

Librarian's Staff Committee (Administrators, Department Heads, and Branch Librarians)

Supervisors' Forum (Section and Unit Supervisors)

Professional Librarians Other Than Supervisors

Resource Council (Librarians with Responsibility for Building the Collection)

DUKE UNIVERSITY

6/86

ORGANIZATIONAL CHART

DUKE UNIVERSITY LIBRARIES

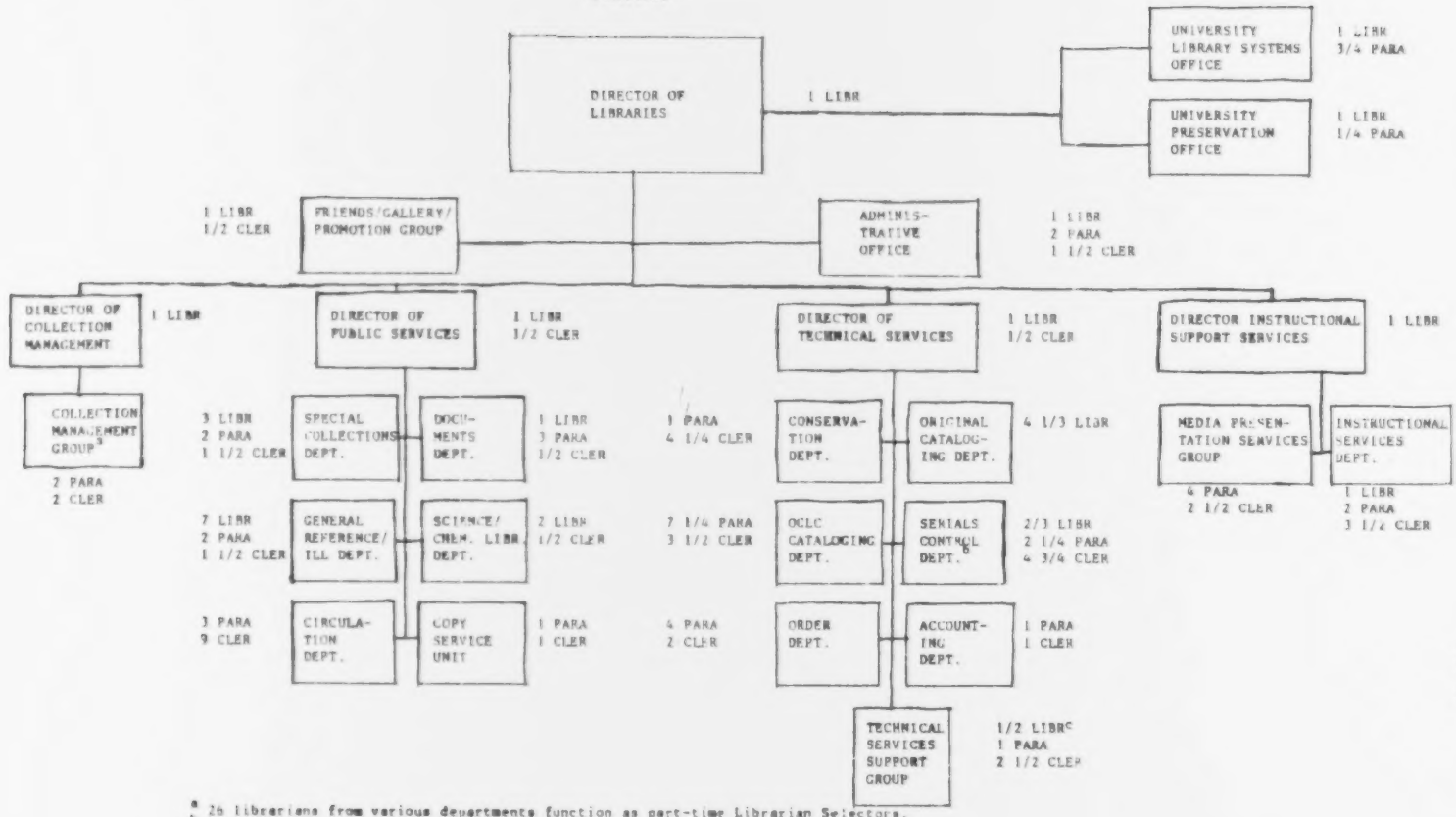
41

42

GENERAL LIBRARIES

EMORY UNIVERSITY

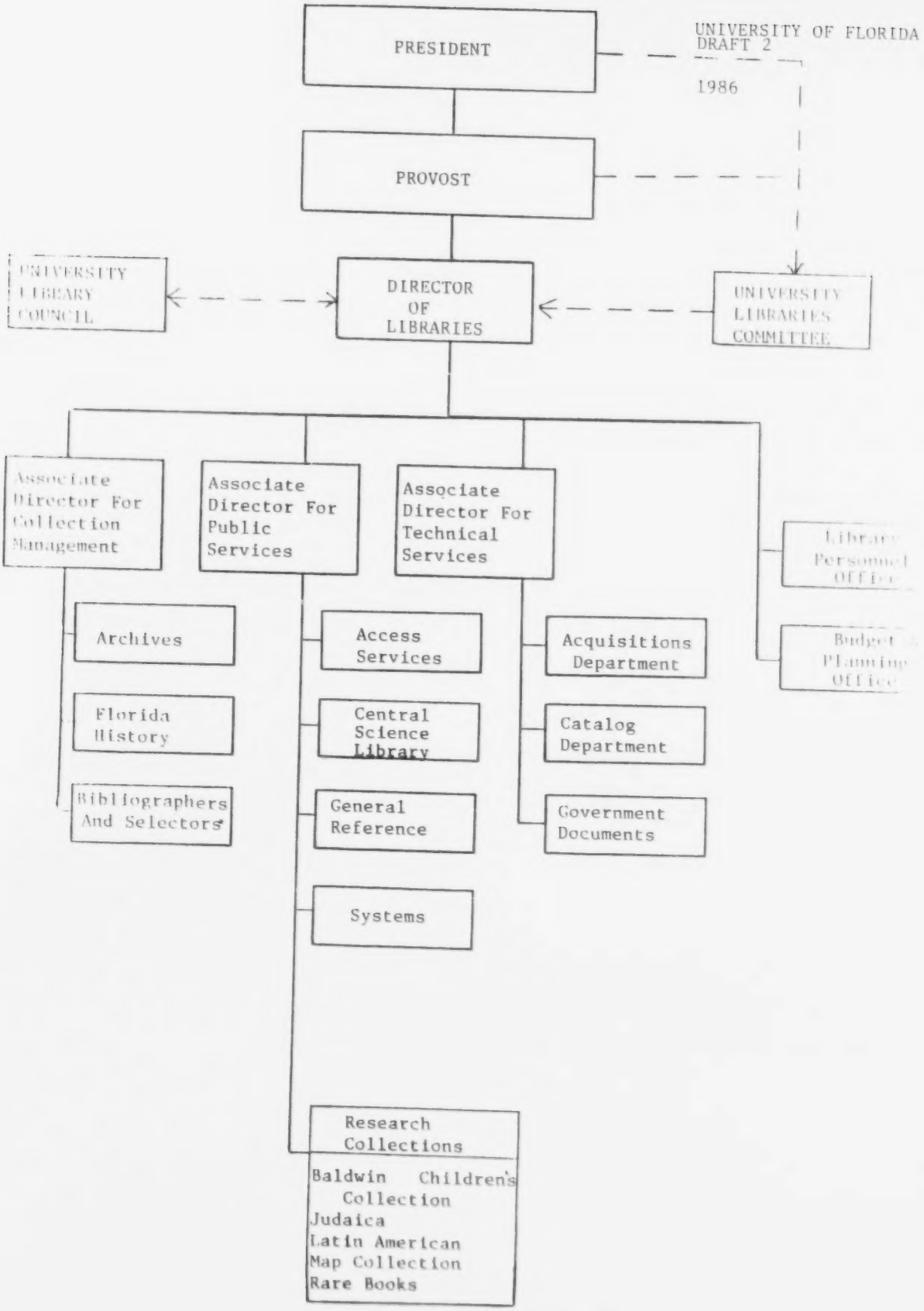
1985/1986

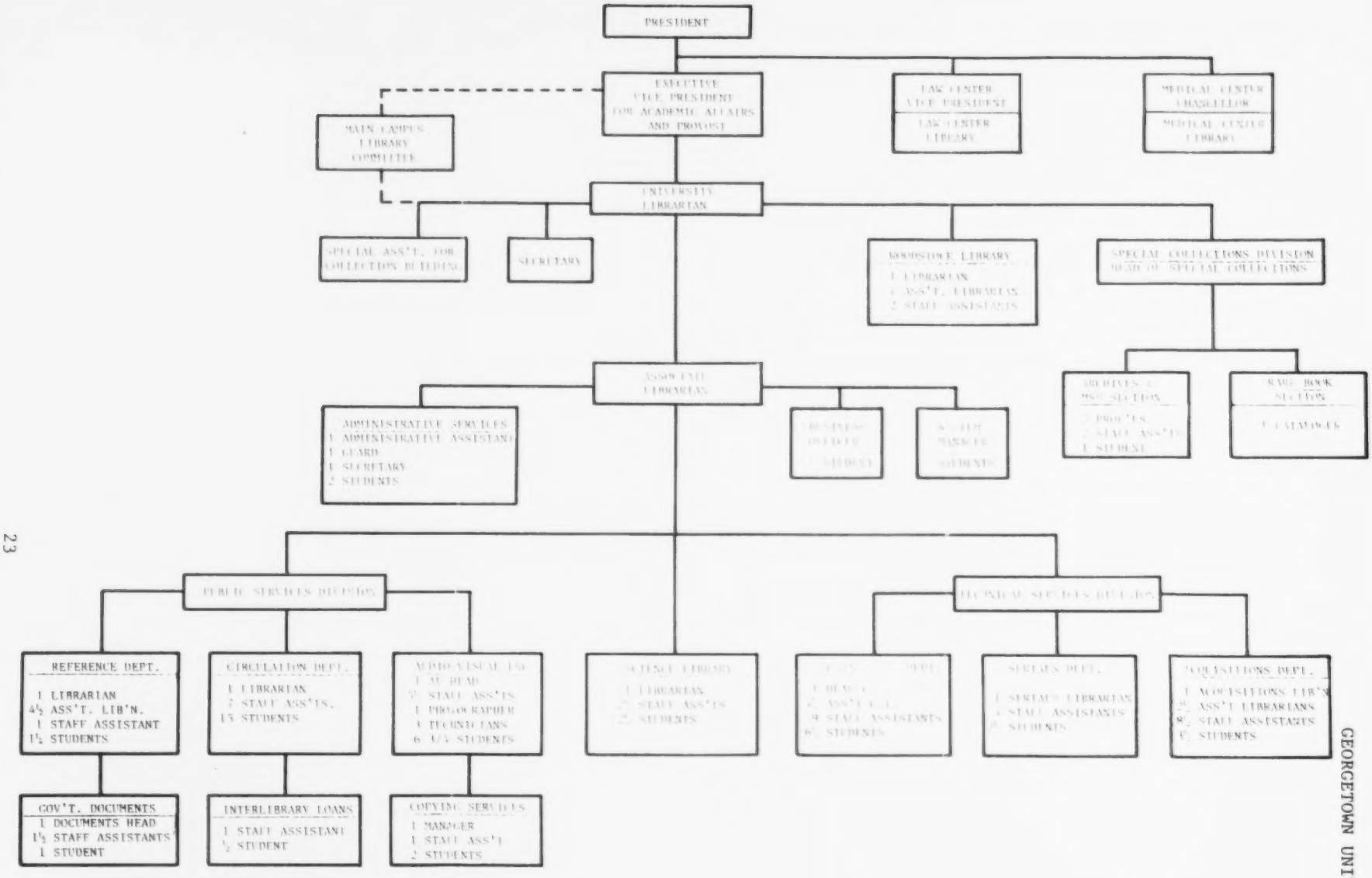


[a] 26 librarians from various departments function as part-time Librarian Selectors.
[b] 1 Paraprofessional and 2 1/4 clericals paid through grant funds to 12/31/85.
[c] Release time staff for automation project.

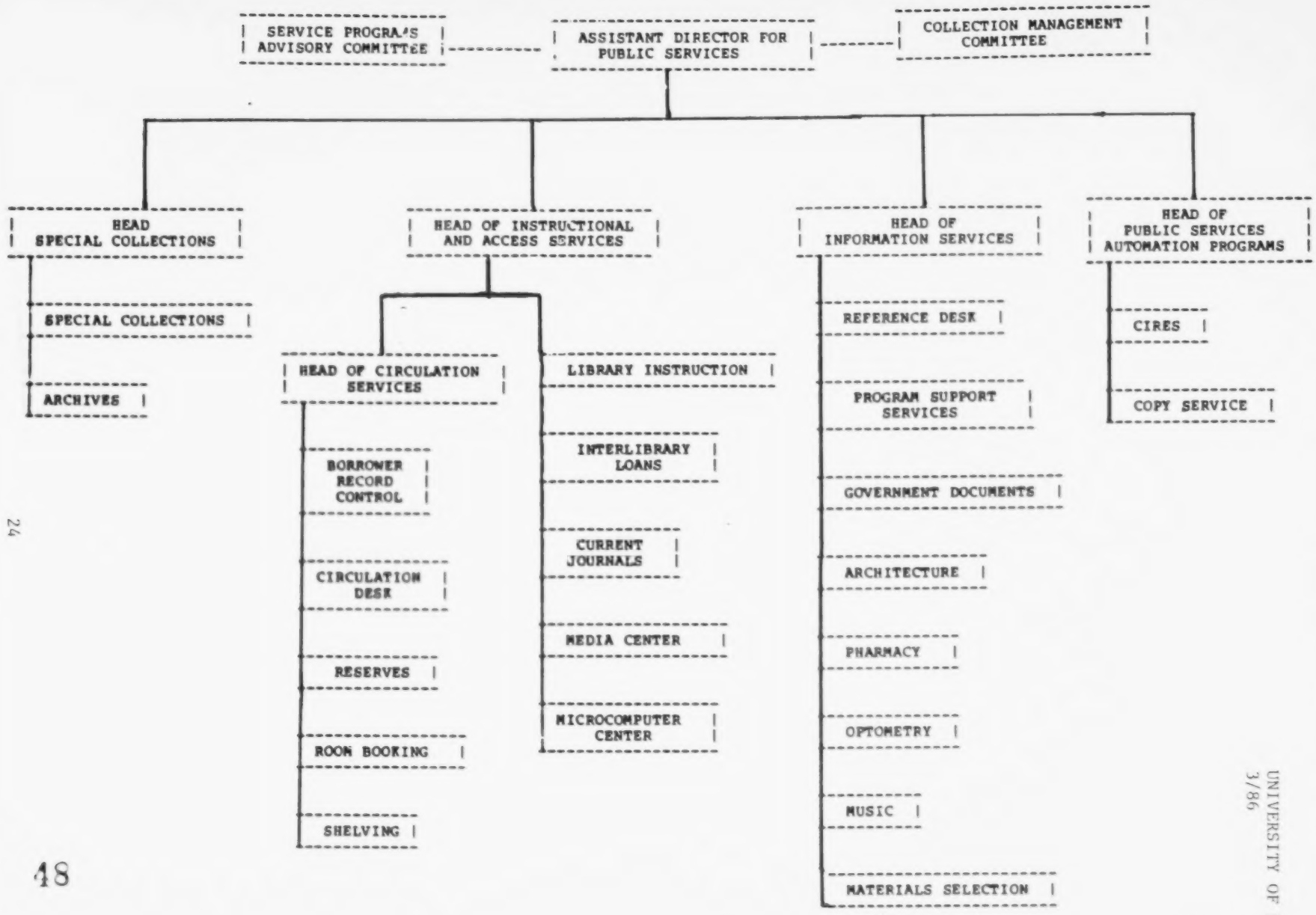
Note: Personnel figures represent F.T.E.

10/1/85
POR5-41 pk

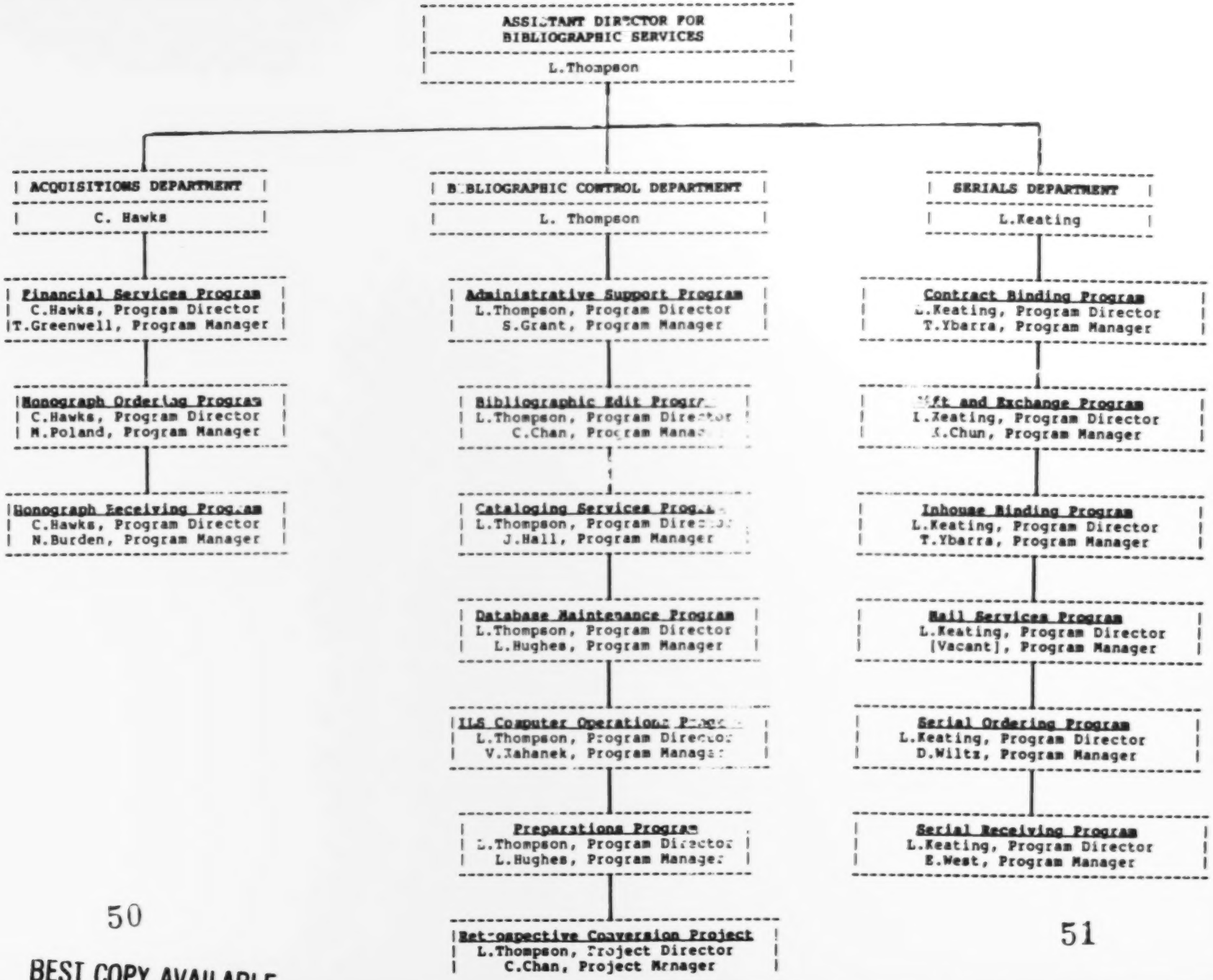

PRESIDENT
UNIVERSITY OF FLORIDA
DRAFT 2
1986
PROVOST
UNIVERSITY
LIBRARY
COUNCIL
DIRECTOR
OF
LIBRARIES
UNIVERSITY
LIBRARIES
COMMITTEE
Associate
Director For
Collection
Management
Associate
Director For
Public
Services
Associate
Director For
Technical
Services
Library
Personnel
Office
Budget
Planning
Office
Archives
Florida
History
Bibliographers
And Selectors
Access
Services
Central
Science
Library
General
Reference
Systems
Acquisitions
Department
Catalog
Department
Government
Documents
Research
Collections
Baldwin Children's
Collection
Judaica
Latin American
Map Collection
Rare Books



MAIN CAMPUS LIBRARIES - ORGANIZATIONAL CHART



UNIVERSITY OF HOUSTON
3/86



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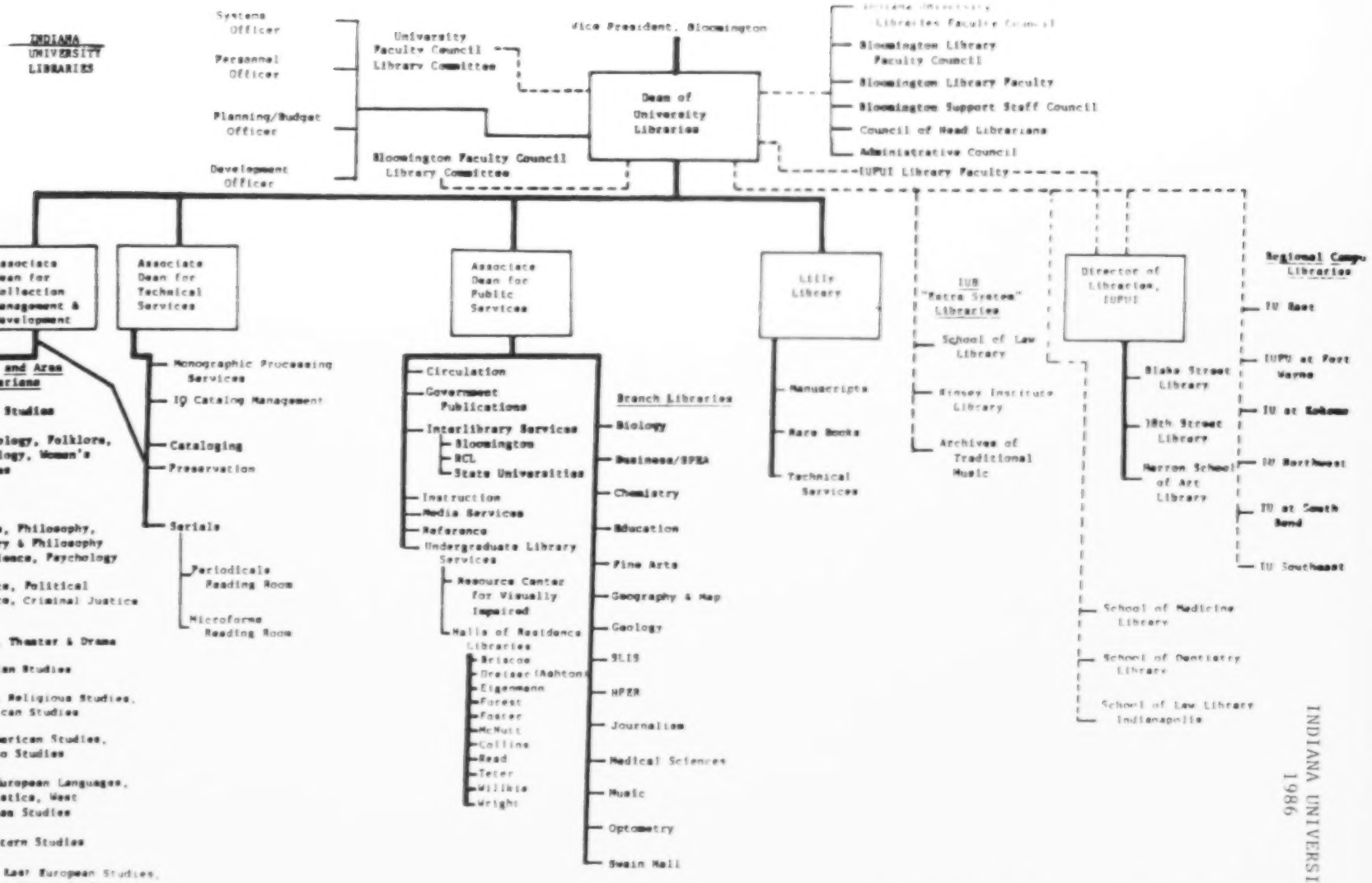
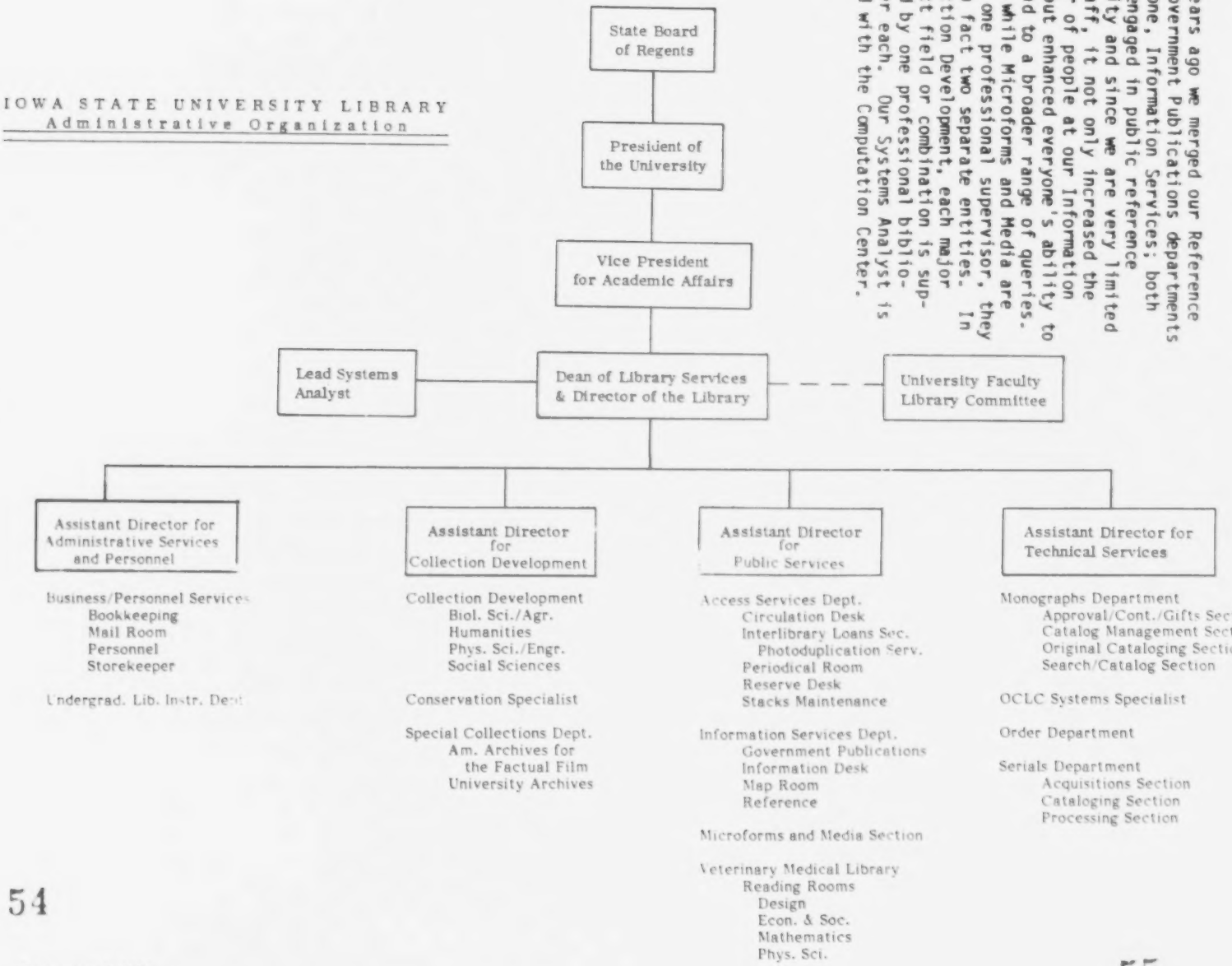

INDIANA UNIVERSITY LIBRARIES
Systems Officer
Personnel Officer
Planning/Budget Officer
Development Officer
University Faculty Council Library Committee
Bloomington Faculty Council Library Committee
Vice President, Bloomington
Dean of University Libraries
Bloomington Library Faculty Council
Bloomington Library Faculty
Bloomington Support Staff Council
Council of Head Librarians
Administrative Council
IUPUI Library Faculty
Associate Dean for Collection Management & Development
Associate Dean for Technical Services
Associate Dean for Public Services
Lilly Library
IUB "Extra System" Libraries
Director of Libraries, IUPUI
Regional Campus Libraries
Subject and Area Librarians
African Studies
Anthropology, Folklore, Sociology, Women's Studies
Classics, Philosophy, History & Philosophy of Science, Psychology
Economics, Political Science, Criminal Justice
English, Theater & Drama
East Asian Studies
History, Religious Studies, American Studies
Latin American Studies, Chicano Studies
Modern European Languages, Linguistics, West European Studies
Near Eastern Studies
Slavic & East European Studies, Uralic & Altaic Studies
Monographic Processing Services
ID Catalog Management
Cataloging
Preservation
Serials
Periodicals Reading Room
Microforms Reading Room
Circulation
Government Publications
Interlibrary Services
Bloomington
BCL
State Universities
Instruction
Media Services
Reference
Undergraduate Library Services
Resource Center for Visually Impaired
Halls of Residence Libraries
Briscoe
Dreiser (Ashton)
Eigenmann
Forest
Foster
McNutt
Collins
Read
Teter
Willkie
Wright
Branch Libraries
Biology
Business/SPEA
Chemistry
Education
Fine Arts
Geography & Map
Geology
SLIS
HPER
Journalism
Medical Sciences
Music
Optometry
Swain Hall
Manuscripts
Rare Books
Technical Services
School of Law Library
Kinsey Institute Library
Archives of Traditional Music
Blake Street Library
38th Street Library
Herron School of Art Library
School of Medicine Library
School of Dentistry Library
School of Law Library Indianapolis
IU East
IUPU at Fort Wayne
IU at Kokomo
IU Northwest
IU at South Bend
IU Southeast

IOWA STATE UNIVERSITY LIBRARY
Administrative Organization



Two years ago we merged our Reference and Government Publications departments into one, Information Services; both were engaged in public reference activity and since we are very limited in staff, it not only increased the number of people at our Information Desk but enhanced everyone's ability to respond to a broader range of queries. Also, while Microforms and Media are under one professional supervisor, they are in fact two separate entities. In Collection Development, each major subject field or combination is supported by one professional bibliographer each. Our Systems Analyst is shared with the Computation Center.

27

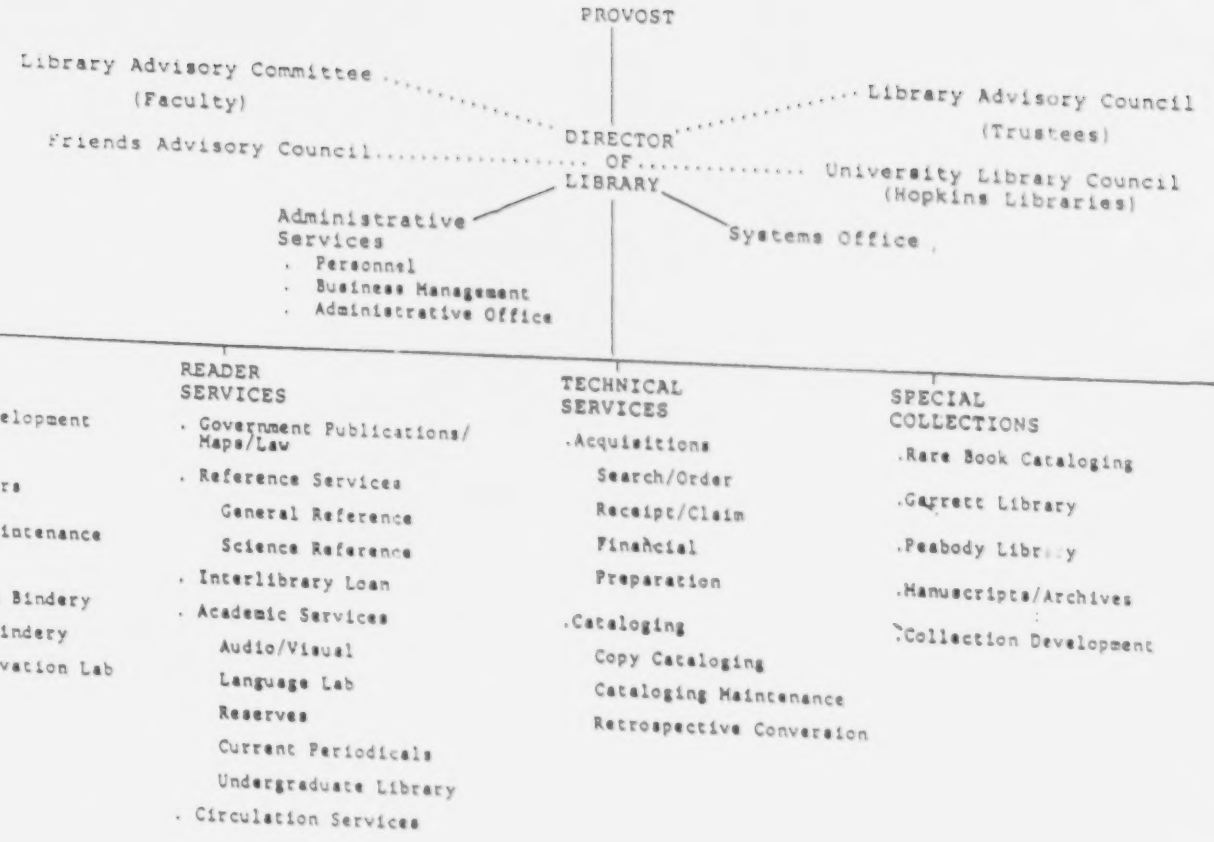
54

September 1, 1985

55

IOWA STATE UNIVERSITY
9/85

Milton S. Eisenhower Library
Organization Chart
November 1, 1985

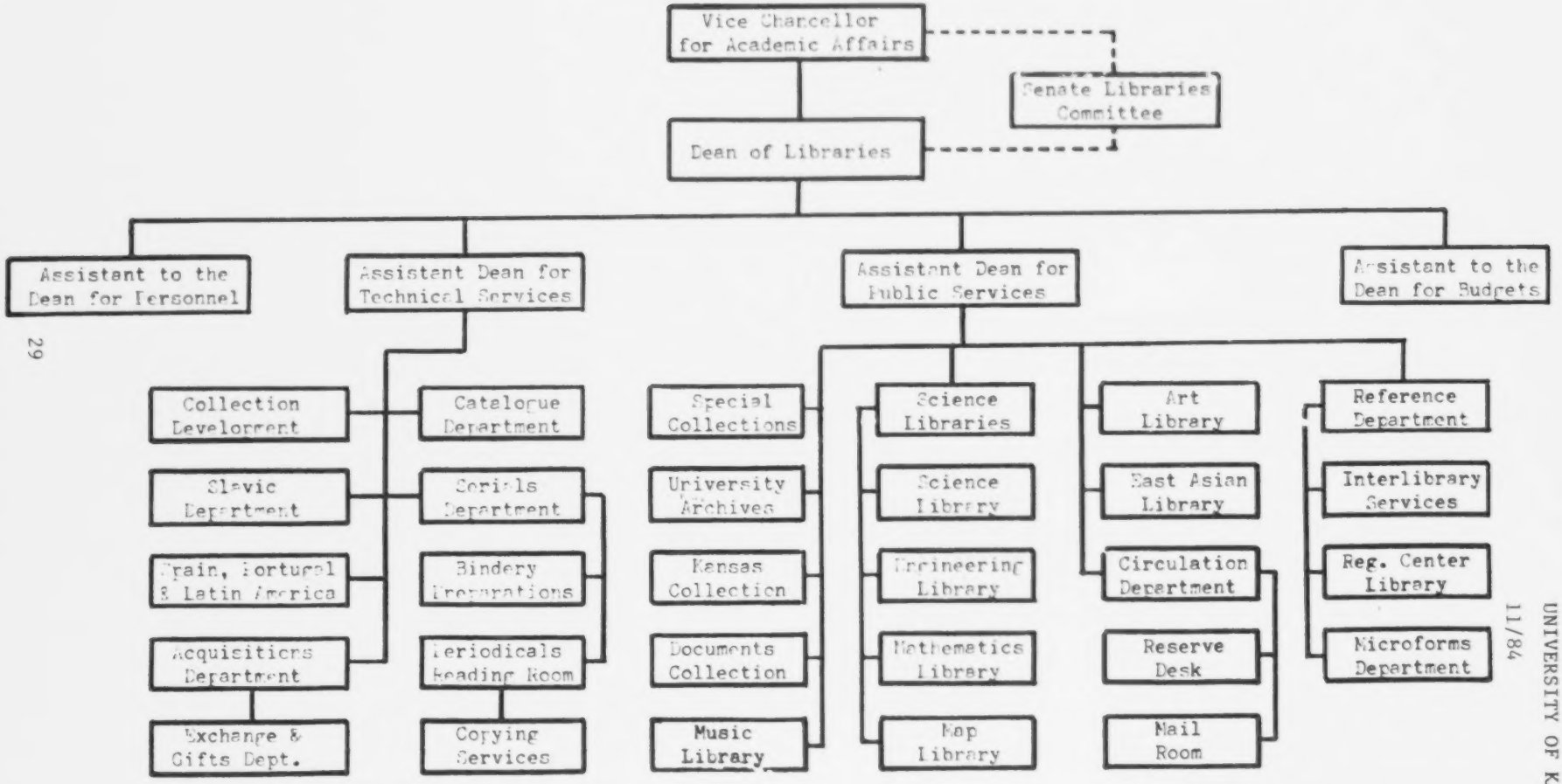


JOHNS HOPKINS UNIVERSITY
11/85

UNIVERSITY OF KANSAS LIBRARIES

ORGANIZATIONAL CHART

1 November 1984



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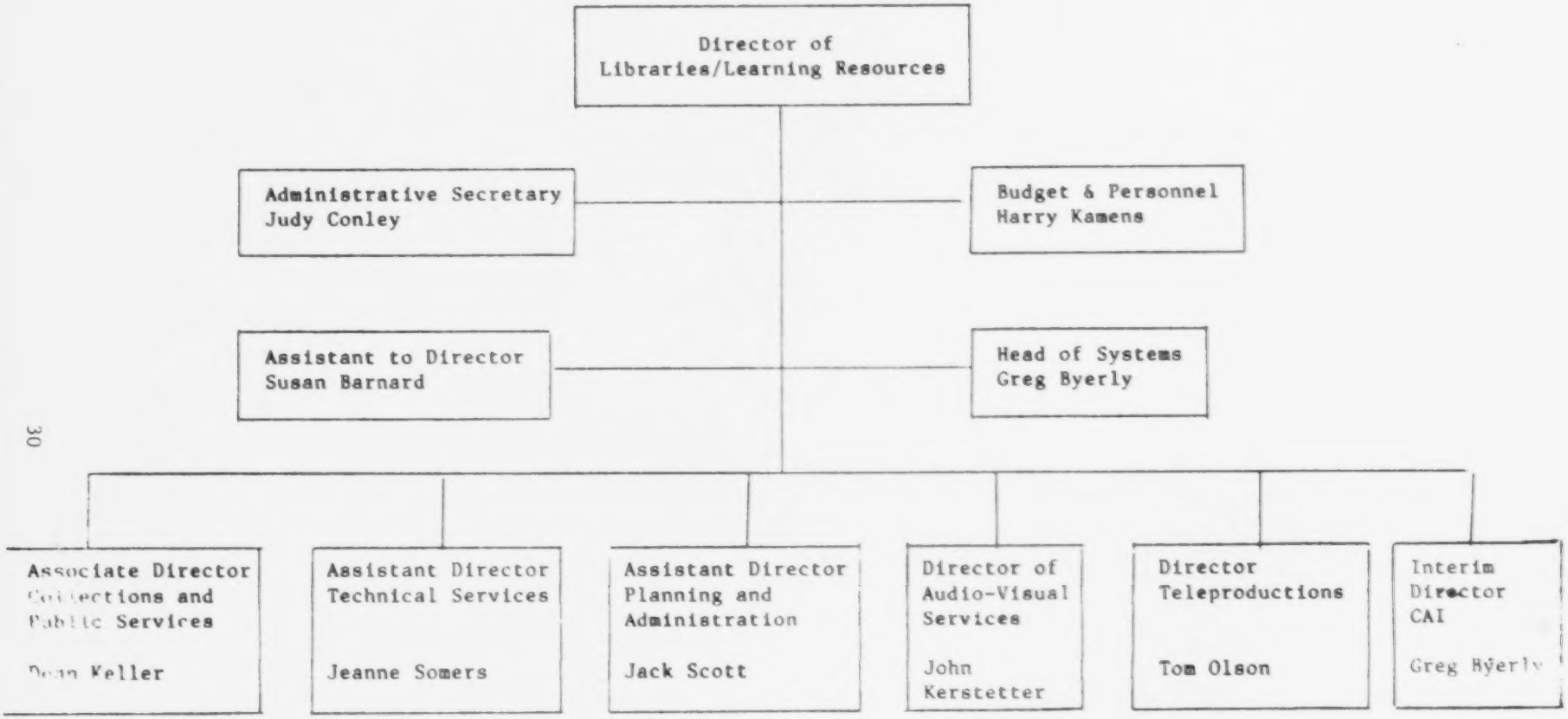
58

59

UNIVERSITY OF KANSAS 11/84

PROPOSED ORGANIZATION - LIBRARY AND LEARNING RESOURCES

Effective July 1, 1985



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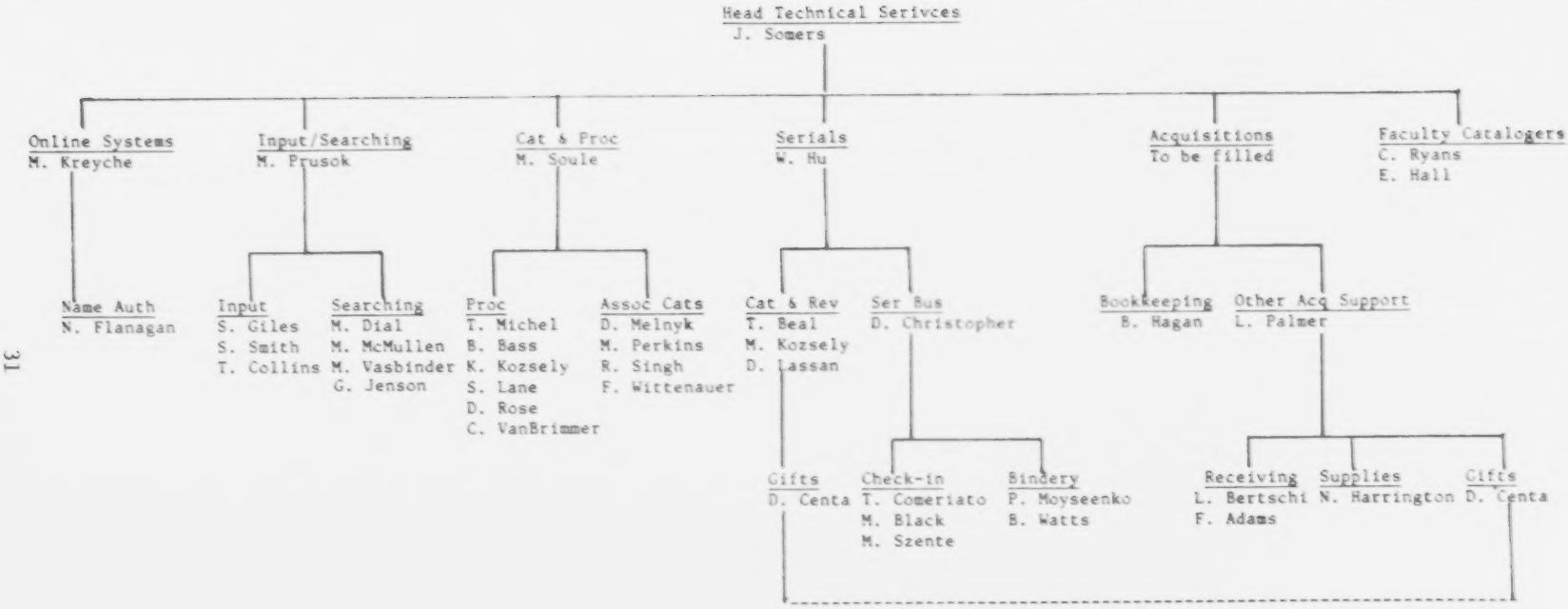
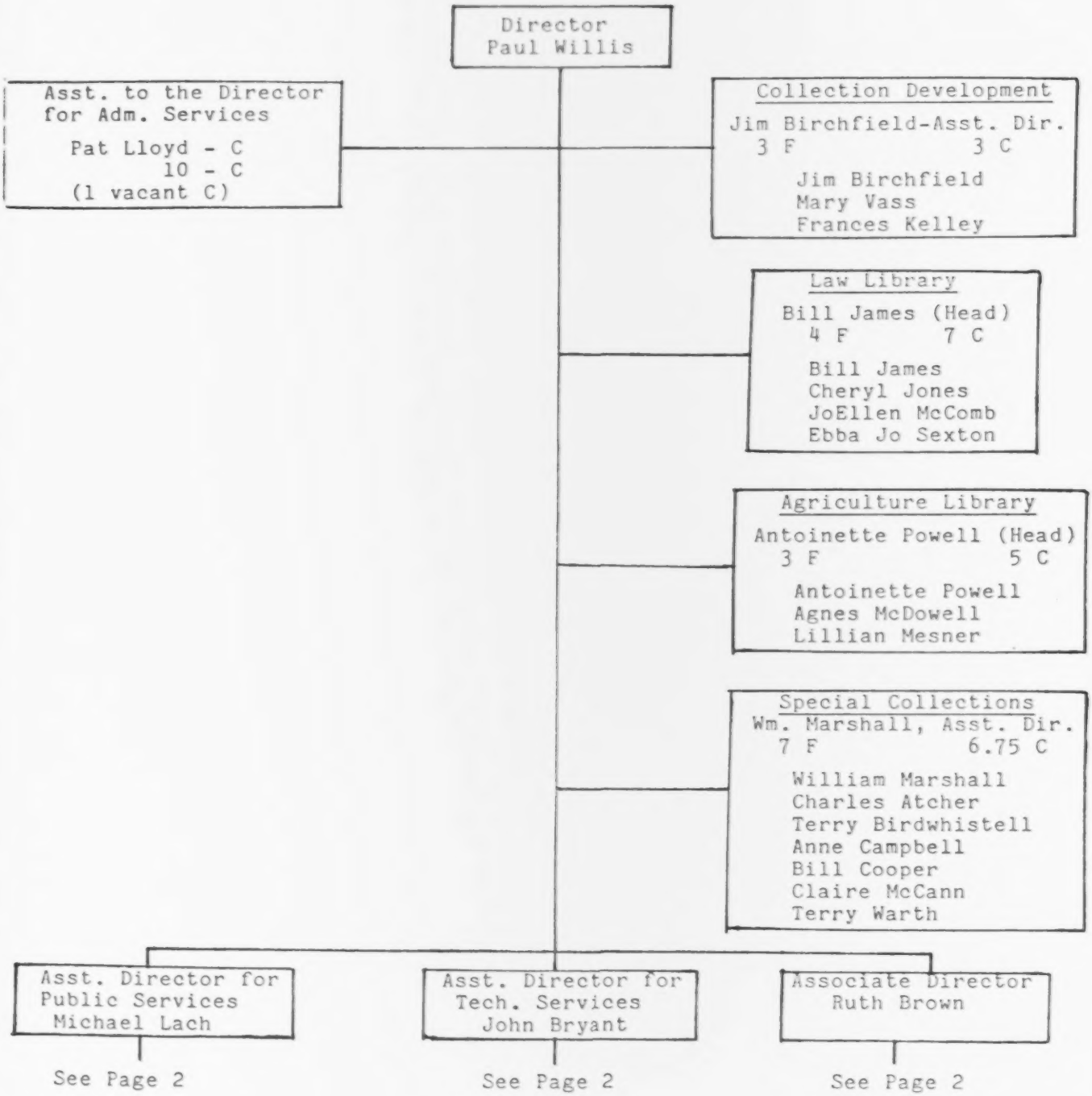
61

KENT STATE UNIVERSITY
7/85


Head Technical Serivces
J. Somers
Online Systems
M. Kreyche
Input/Searching
M. Prusok
Cat & Proc
M. Soule
Serials
W. Hu
Acquisitions
To be filled
Faculty Catalogers
C. Ryans
E. Hall
Name Auth
N. Flanagan
Input
S. Giles
S. Smith
T. Collins
Searching
M. Dial
M. McMullen
M. Vasbinder
G. Jenson
Proc
T. Michel
B. Bass
K. Kozsely
S. Lane
D. Rose
C. VanBrimmer
Assoc Cats
D. Melnyk
M. Perkins
R. Singh
F. Wittenauer
Cat & Rev
T. Beal
M. Kozsely
D. Lassan
Ser Bus
D. Christopher
Bookkeeping
B. Hagan
Other Acq Support
L. Palmer
Gifts
D. Centa
Check-in
T. Comeriato
M. Black
M. Szente
Bindery
P. Moyseenko
B. Watts
Receiving
L. Bertschi
F. Adams
Supplies
N. Harrington
Gifts
D. Centa

C = Classified
F = Faculty

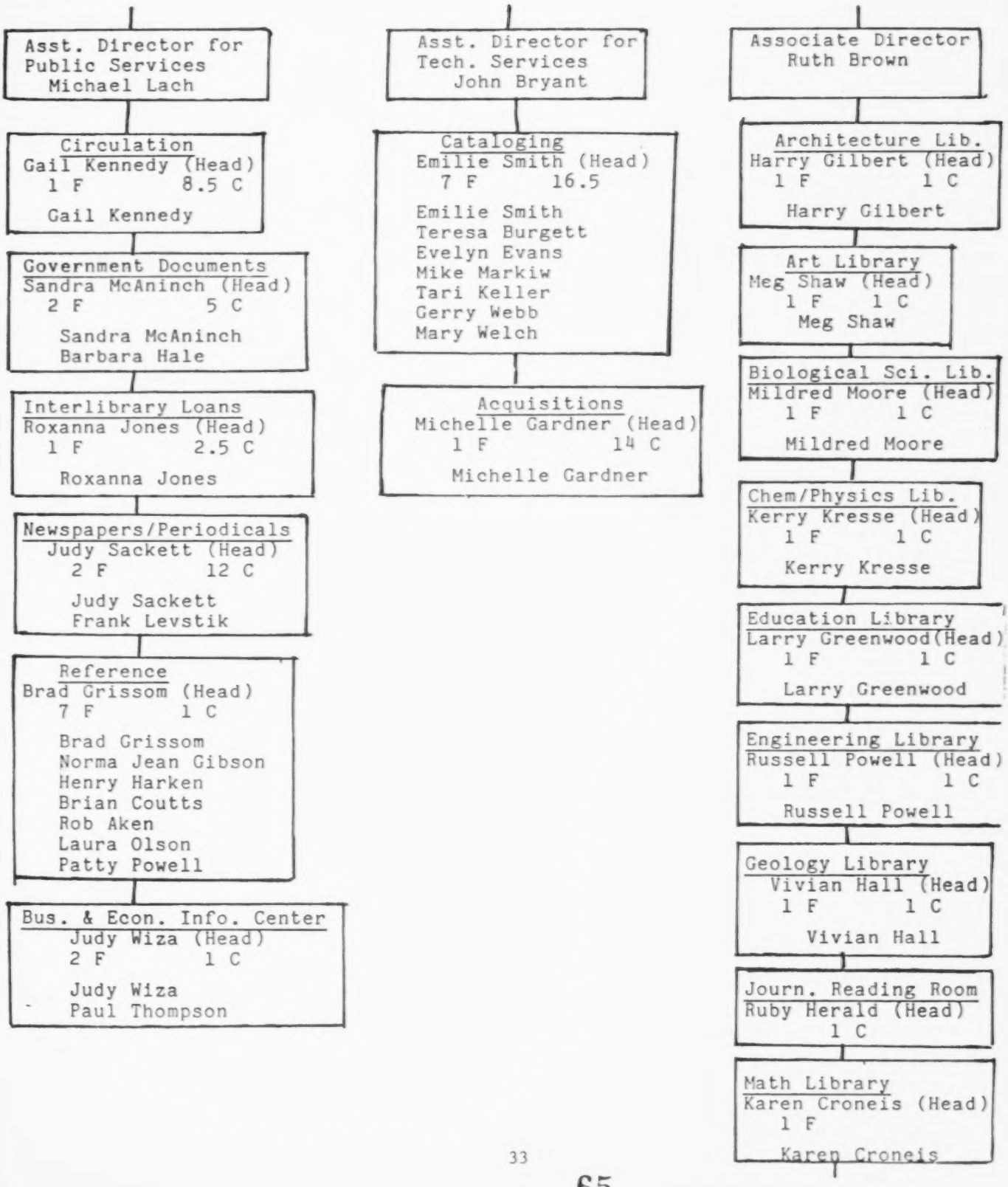
UNIVERSITY OF KENTUCKY LIBRARIES
ORGANIZATIONAL CHART



See Page 2 See Page 2 See Page 2

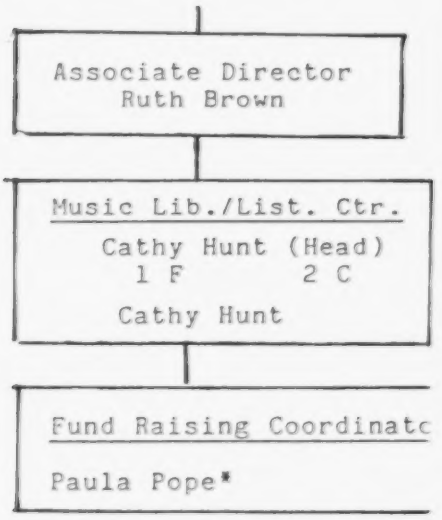
UNIVERSITY OF KENTUCKY LIBRARIES
ORGANIZATIONAL CHART
PAGE 2

C = Classified
F = Faculty



UNIVERSITY OF KENTUCKY LIBRARIES
ORGANIZATIONAL CHART
PAGE 3

C = Classified
F = Faculty



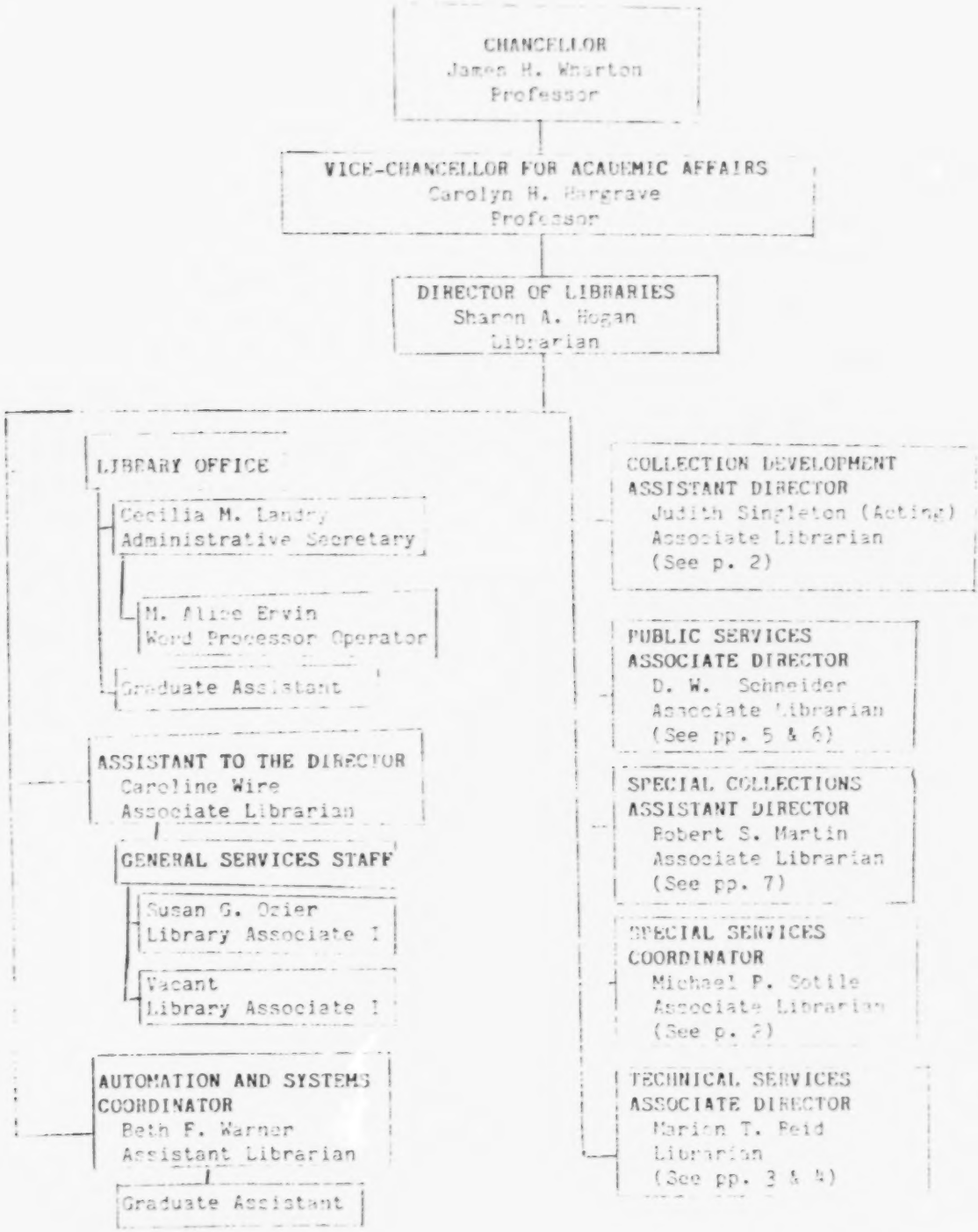
*Administrative & Professional Series

LOUISIANA STATE UNIVERSITY
2/86

LOUISIANA STATE UNIVERSITY LIBRARIES

ORGANIZATION CHART

February 1986



LOUISIANA STATE UNIVERSITY LIBRARIES

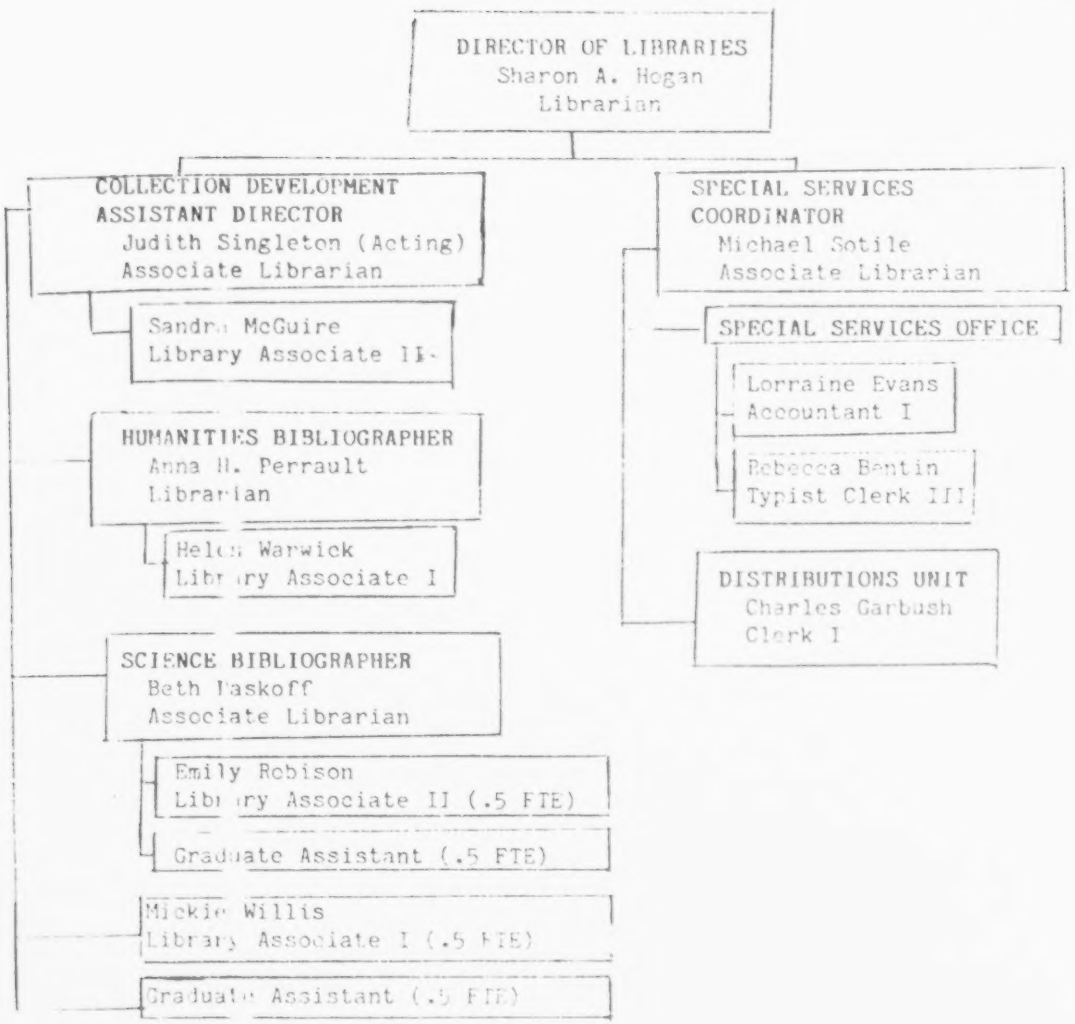
COLLECTION DEVELOPMENT

and

SPECIAL SERVICES

ORGANIZATIONAL CHART

February 1986

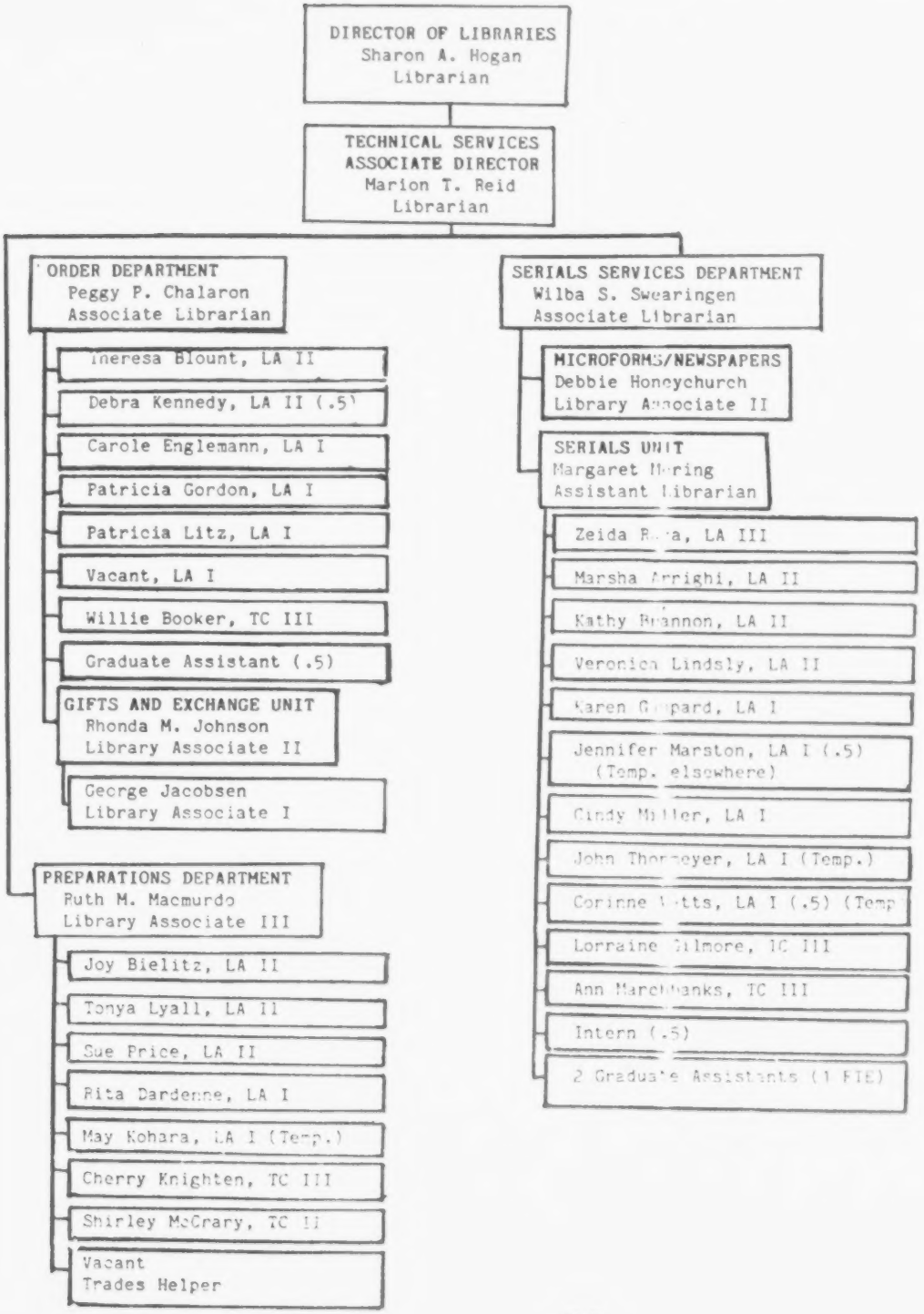


LOUISIANA STATE UNIVERSITY LIBRARIES

TECHNICAL SERVICES

ORGANIZATION CHART

February 1985

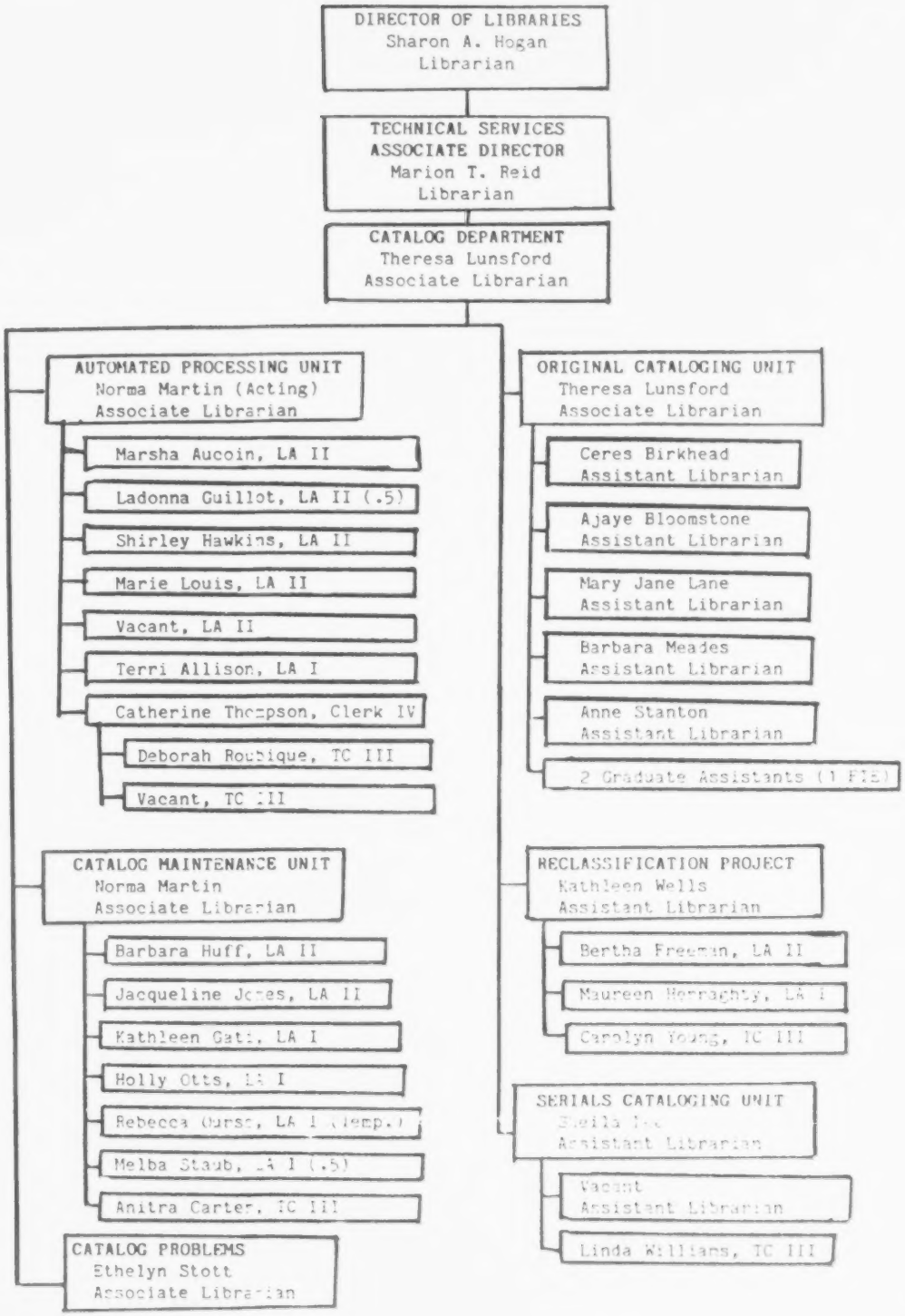


TECHNICAL SERVICES

ORGANIZATION CHART LOUISIANA STATE UNIVERSITY
2/86

(continued)

February 1986

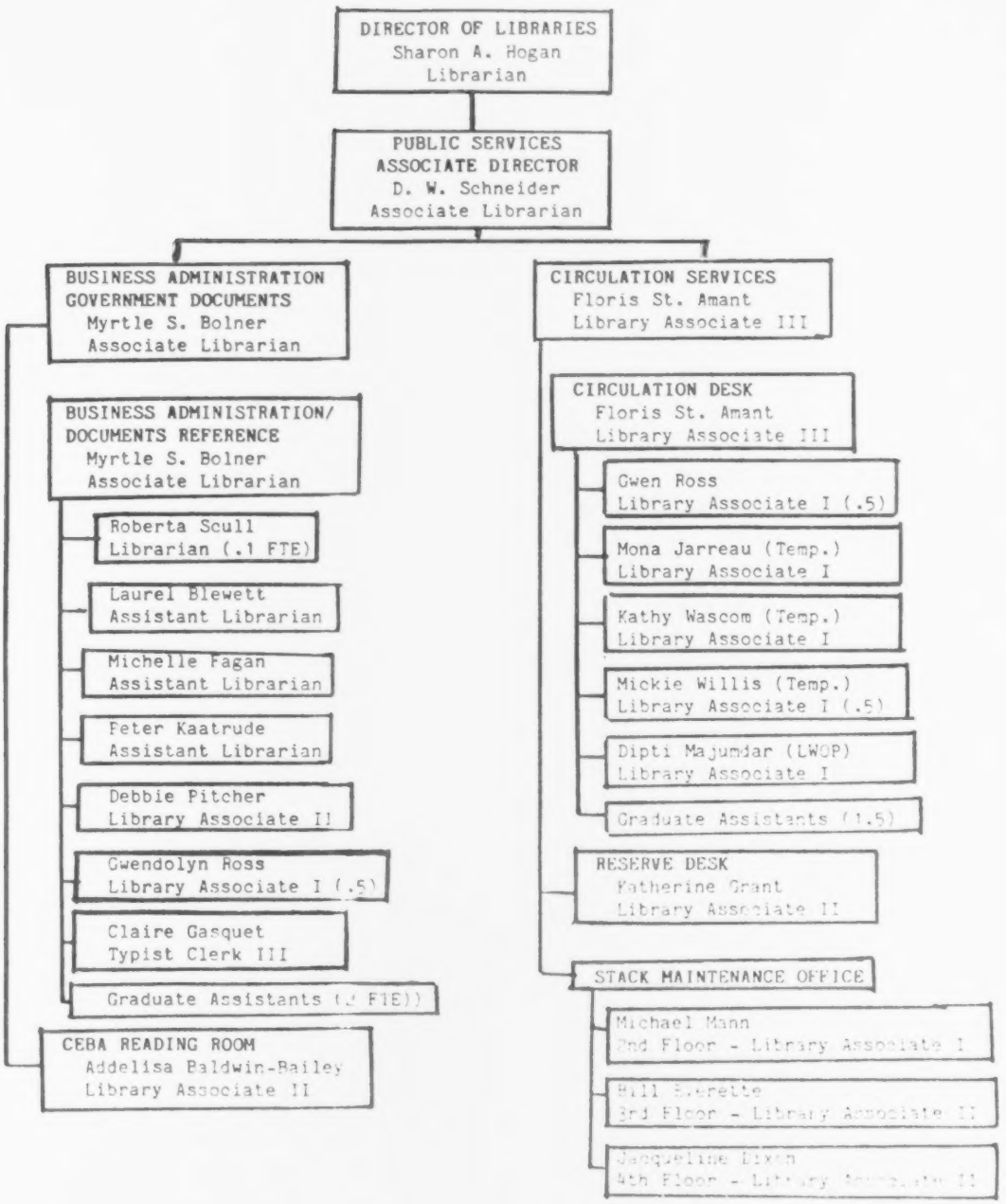


LOUISIANA STATE UNIVERSITY LIBRARIES

PUBLIC SERVICES

ORGANIZATIONAL CHART

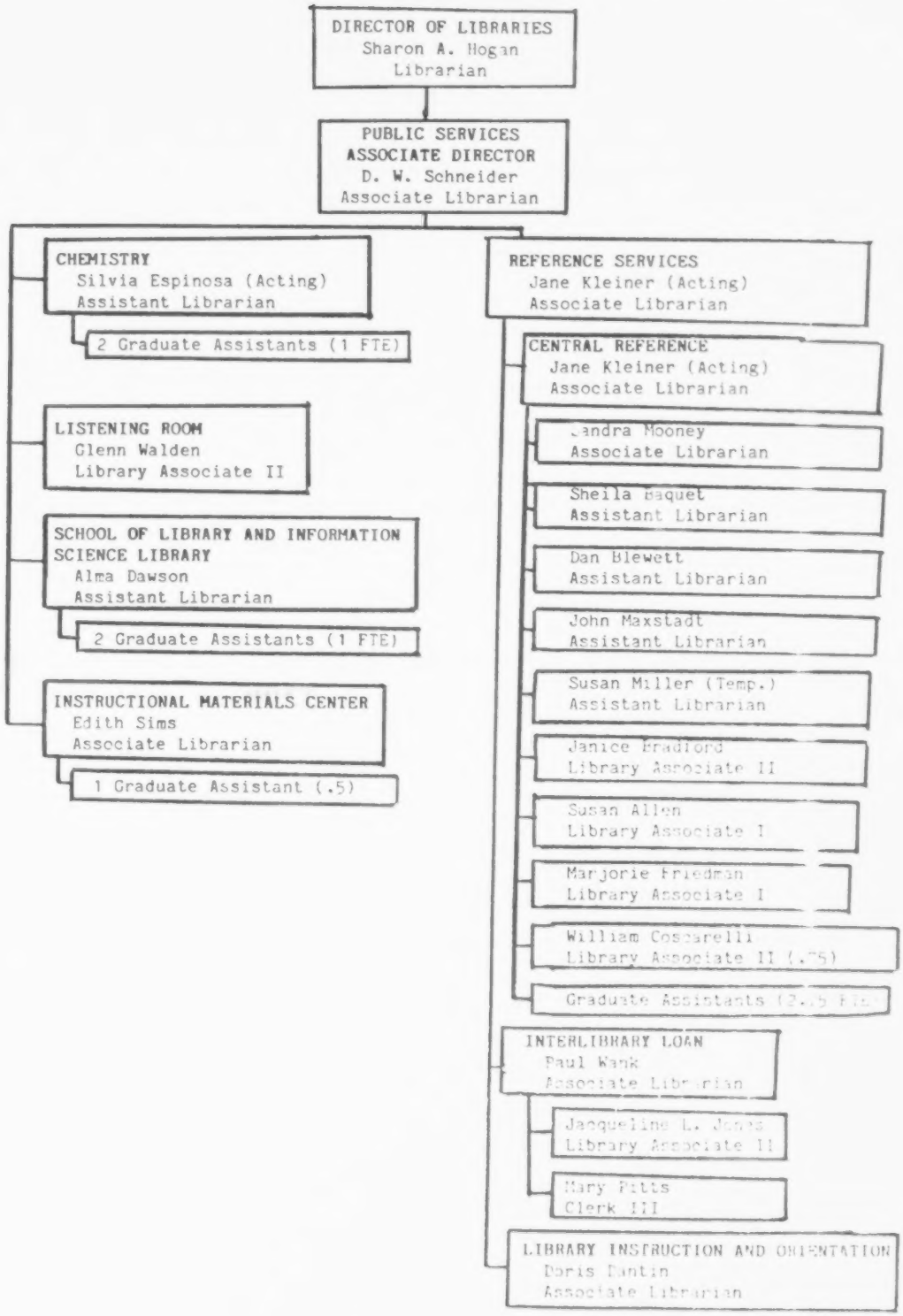
February 1986



ORGANIZATIONAL CHART

(continued)

February 1986

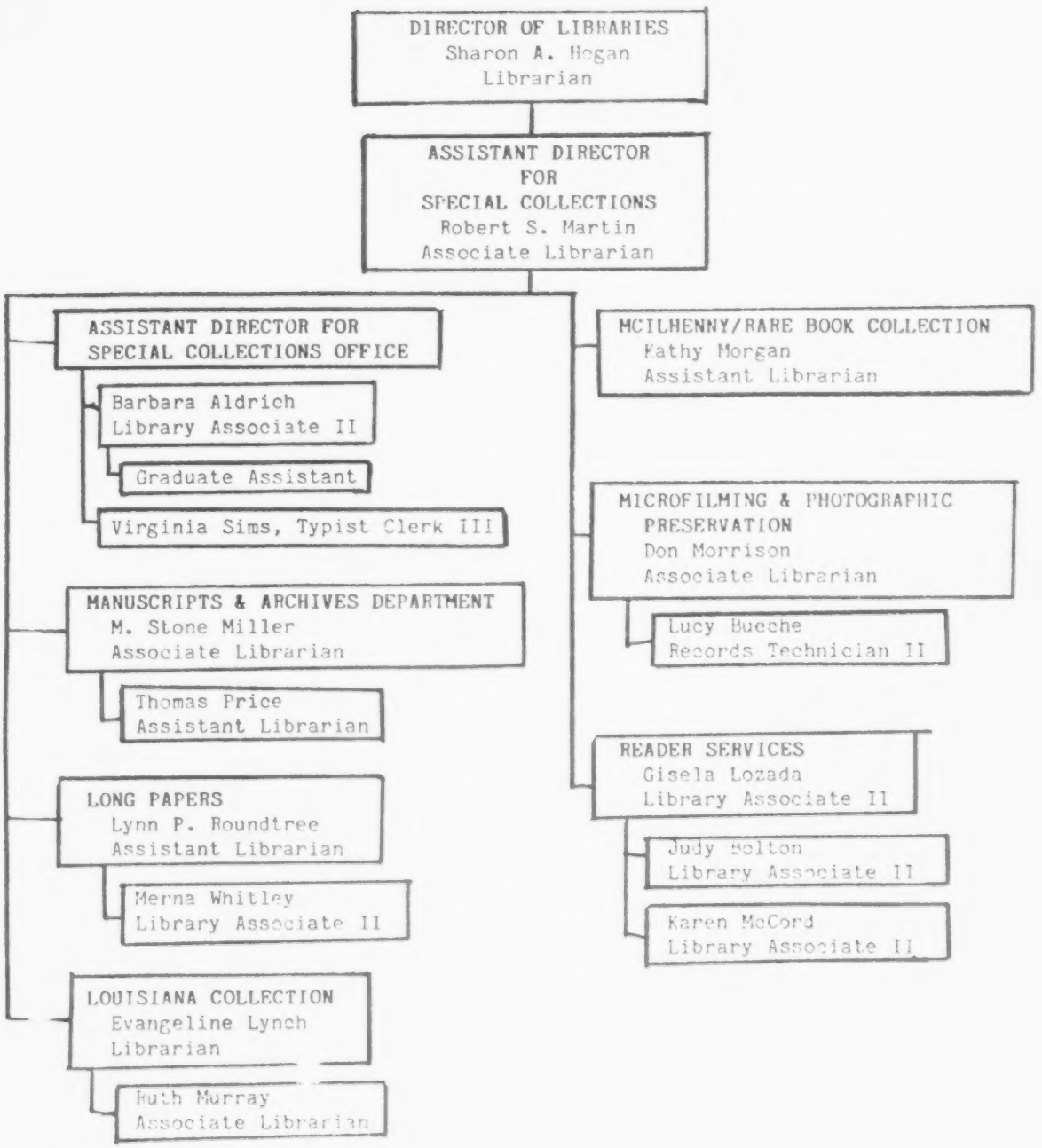


LOUISIANA STATE UNIVERSITY LIBRARIES

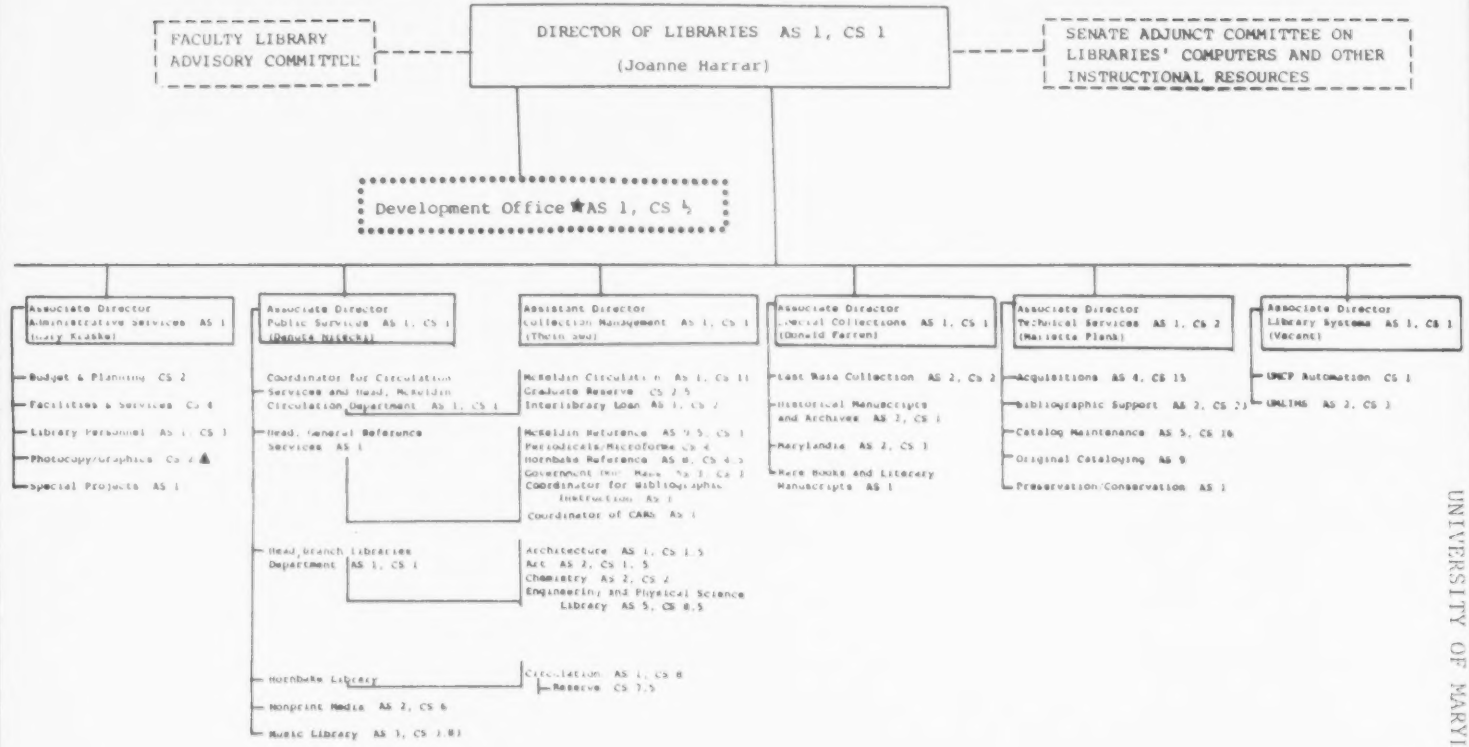
SPECIAL COLLECTIONS

ORGANIZATIONAL CHART

February 1986



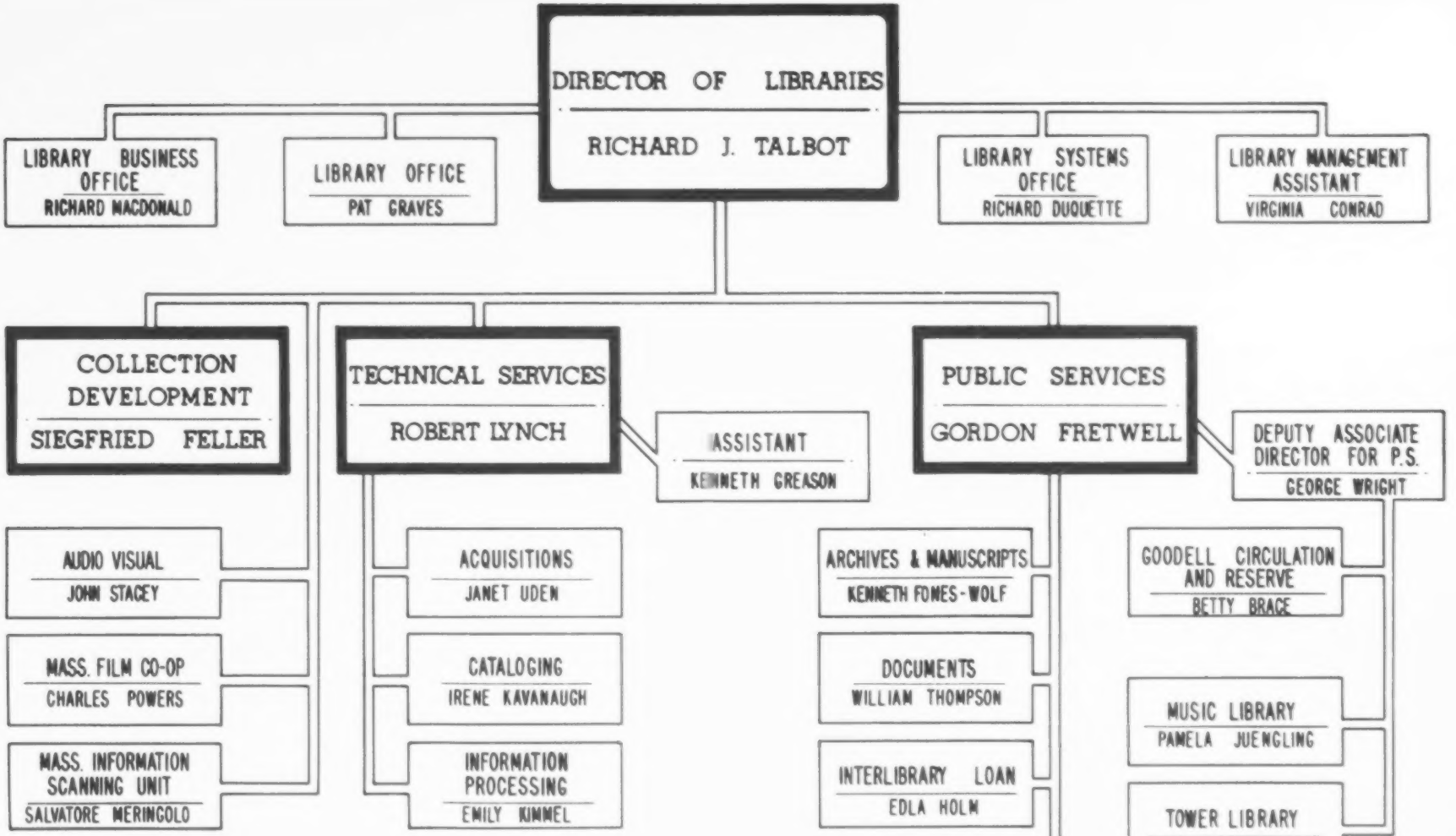
UMCP LIBRARIES PLAN OF ORGANIZATION


FACULTY LIBRARY ADVISORY COMMITTEE
DIRECTOR OF LIBRARIES AS 1, CS 1
(Joanne Harrar)
SENATE ADJUNCT COMMITTEE ON LIBRARIES' COMPUTERS AND OTHER INSTRUCTIONAL RESOURCES
Development Office ★AS 1, CS ½
Associate Director Administrative Services AS 1 (Mary Krasko)
Budget & Planning CS 2
Facilities & Services CS 4
Library Personnel AS 1, CS 1
Photocopy/Graphics CS 2 ▲
Special Projects AS 1
Associate Director Public Services AS 1, CS 1 (Pamela Nesbeitt)
Coordinator for Circulation Services and Head, McKeldin Circulation Department AS 1, CS 1
Head, General Reference Services AS 1
Head, Branch Libraries Department AS 1, CS 1
Hornbake Library
Nonprint Media AS 2, CS 6
Music Library AS 1, CS 1.81
Assistant Director Collection Management AS 1, CS 1 (Thom Dow)
McKeldin Circulation AS 1, CS 11
Graduate Reserve CS 2.5
Interlibrary Loan AS 1, CS 2
McKeldin Reference AS 2.5, CS 1
Periodicals/Microforms CS 4
Hornbake Reference AS 0, CS 4.5
Government Documents/Maps AS 1, CS 2
Coordinator for Bibliographic Instruction AS 1
Coordinator of CARS AS 1
Architecture AS 1, CS 1.5
Art AS 2, CS 1.5
Chemistry AS 2, CS 2
Engineering and Physical Science Library AS 5, CS 8.5
Circulation AS 1, CS 8
Reserve CS 7.5
Associate Director General Collections AS 1, CS 1 (Donald Farren)
Lost Book Collection AS 2, CS 2
Historical Manuscripts and Archives AS 2, CS 1
Marylandia AS 2, CS 1
Rare Books and Literary Manuscripts AS 1
Associate Director Technical Services AS 1, CS 2 (Marietta Plank)
Acquisitions AS 4, CS 15
Bibliographic Support AS 2, CS 21
Catalog Maintenance AS 5, CS 16
Original Cataloging AS 9
Preservation/Conservation AS 1
Associate Director Library Systems AS 1, CS 1 (Vacant)
UMCP Automation CS 1
UMLIMS AS 2, CS 3

AS = Associate Staff (FTE Equivalent; State Support) 82
CS = Classified Staff (FTE Equivalent; State Support) 150.33
▲ = Self-Support
★ = Research Funds Overhead Revision

BEST COPY AVAILABLE

UNIVERSITY OF MARYLAND

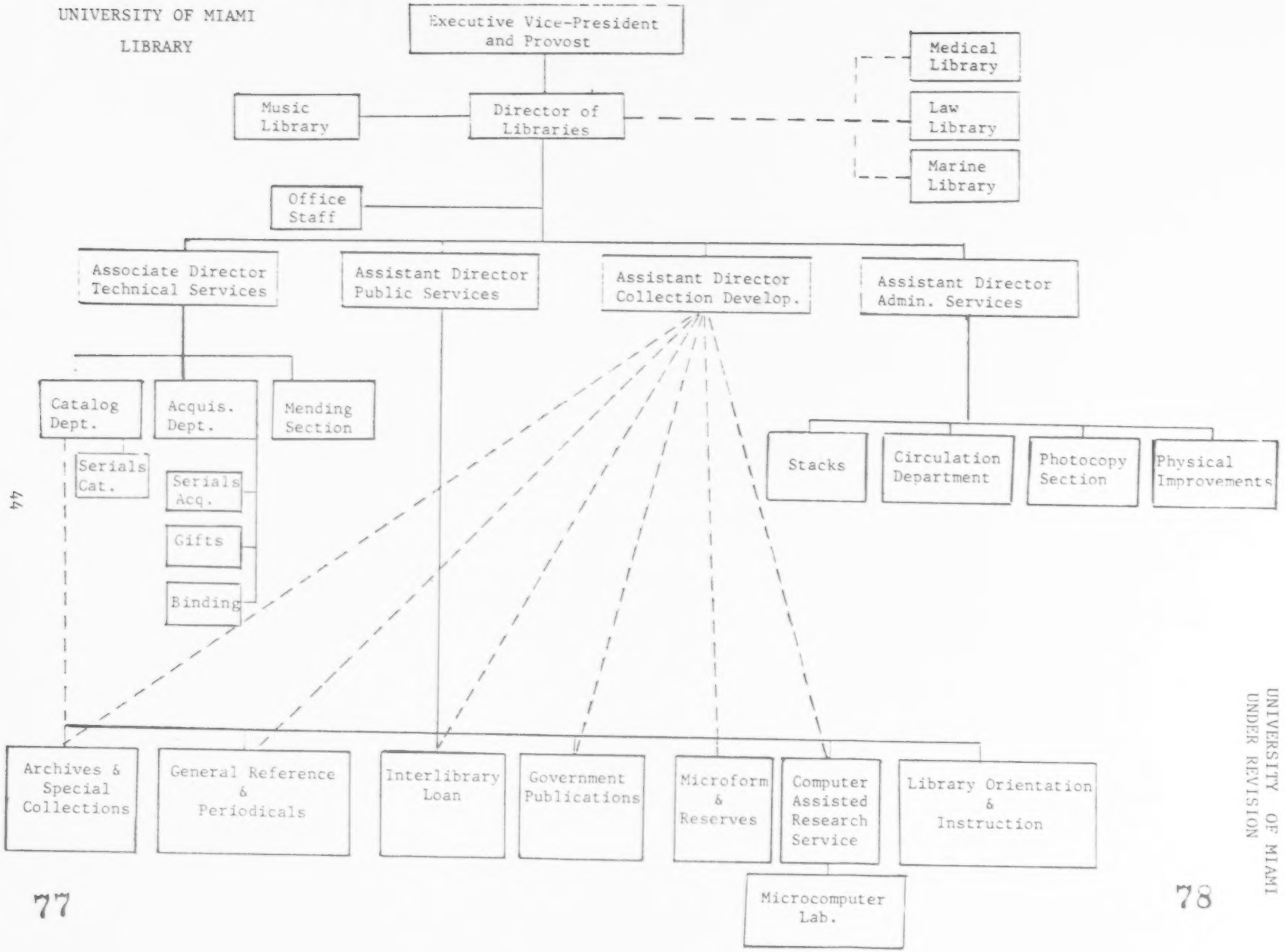


THE DIRECTOR OF LIBRARIES REPORTS TO THE PROVOST. THE PROVOST REPORTS TO THE CHANCELLOR AND THE CHANCELLOR TO THE PRESIDENT. A FACULTY SENATE LIBRARY COMMITTEE COMPOSED OF 13 FACULTY MEMBERS & 4 STUDENTS ADVISES THE DIRECTOR ON GENERAL LIBRARY POLICY.

UNIVERSITY of MASSACHUSETTS LIBRARY
AMHERST, MASSACHUSETTS

UNIVERSITY OF MASSACHUSETTS 7/85

7/85



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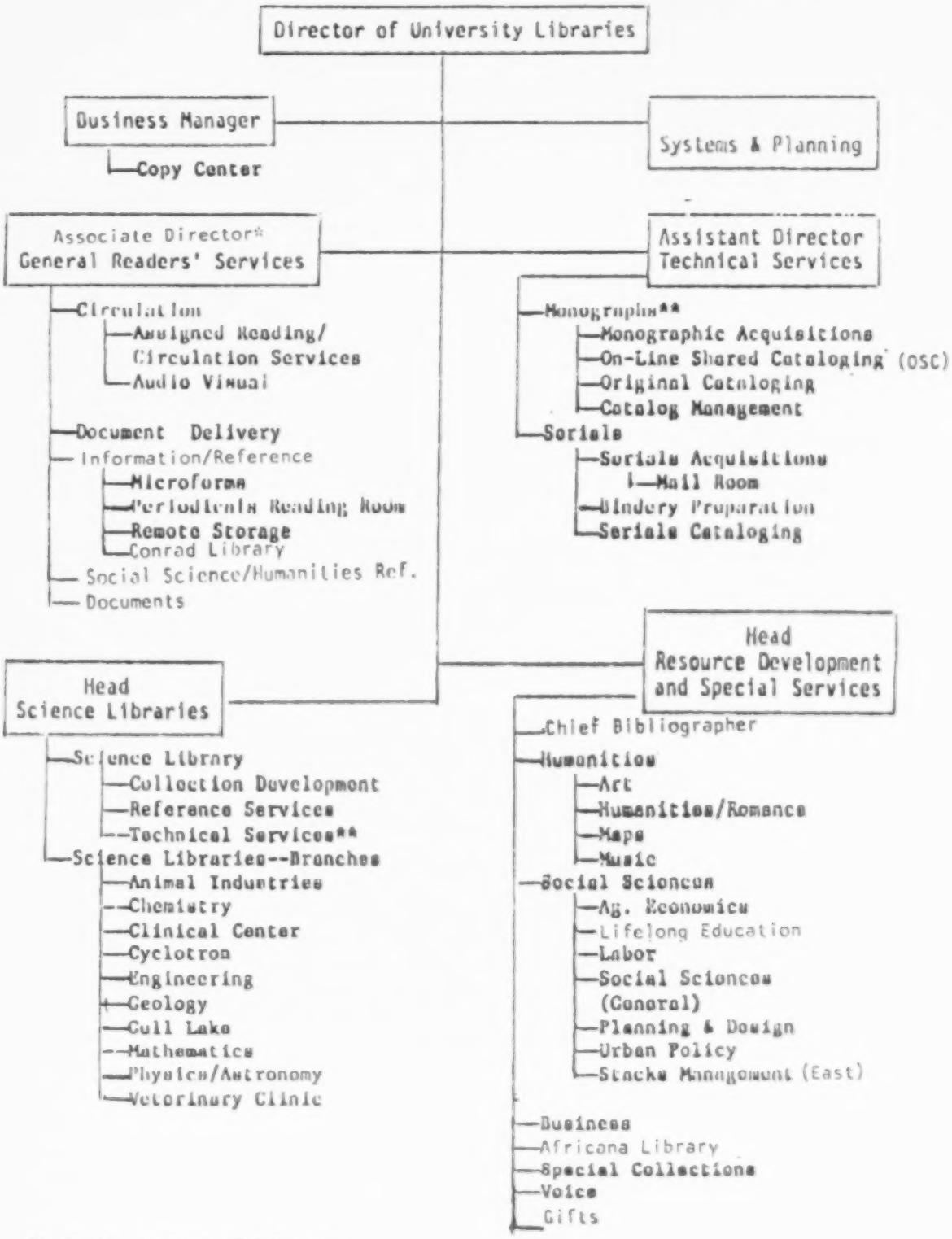
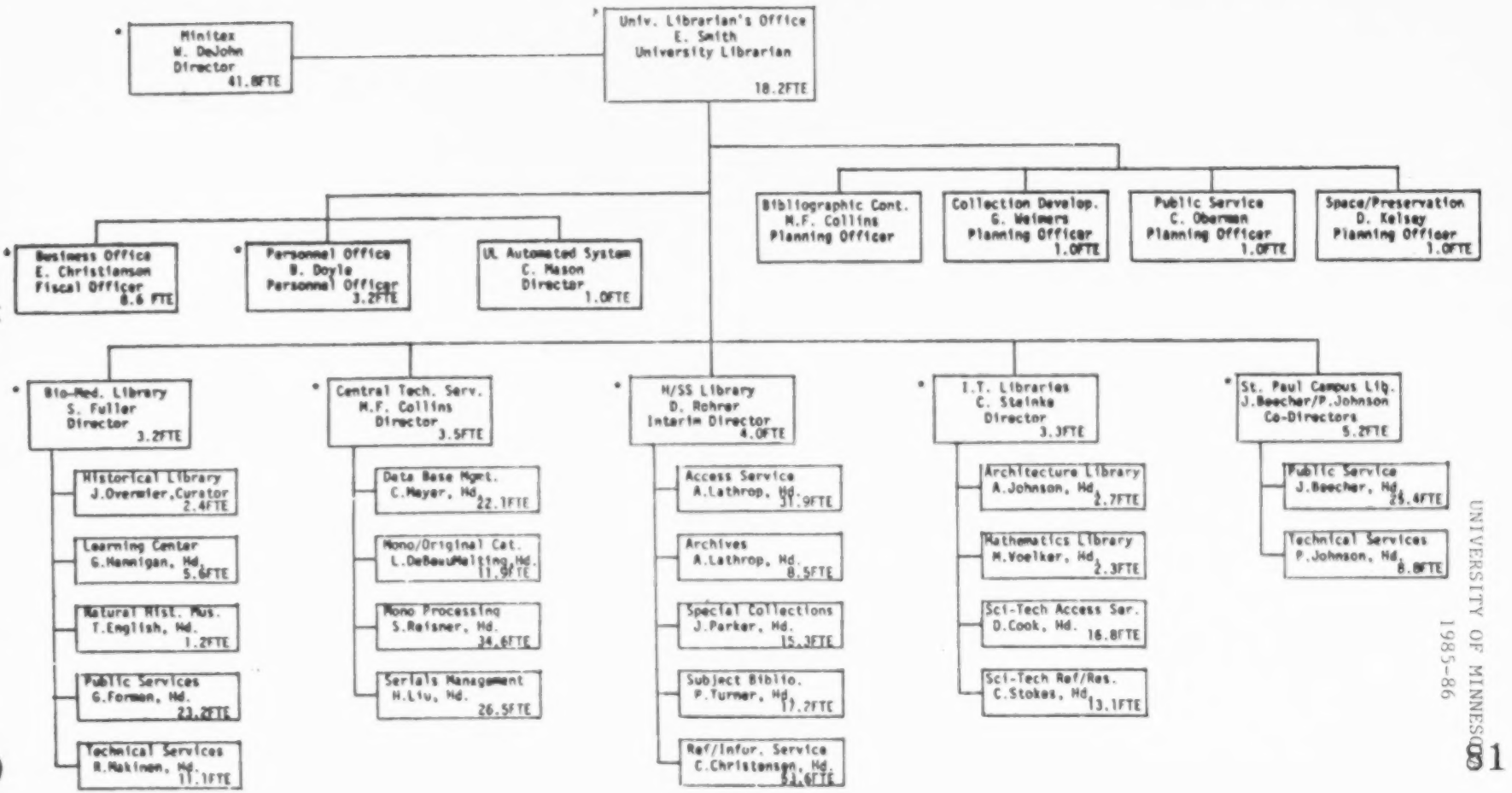
UNIVERSITY OF MIAMI
UNDER REVISION

ADMINISTRATIVE/SERVICES STRUCTURE MICHIGAN STATE UNIVERSITY

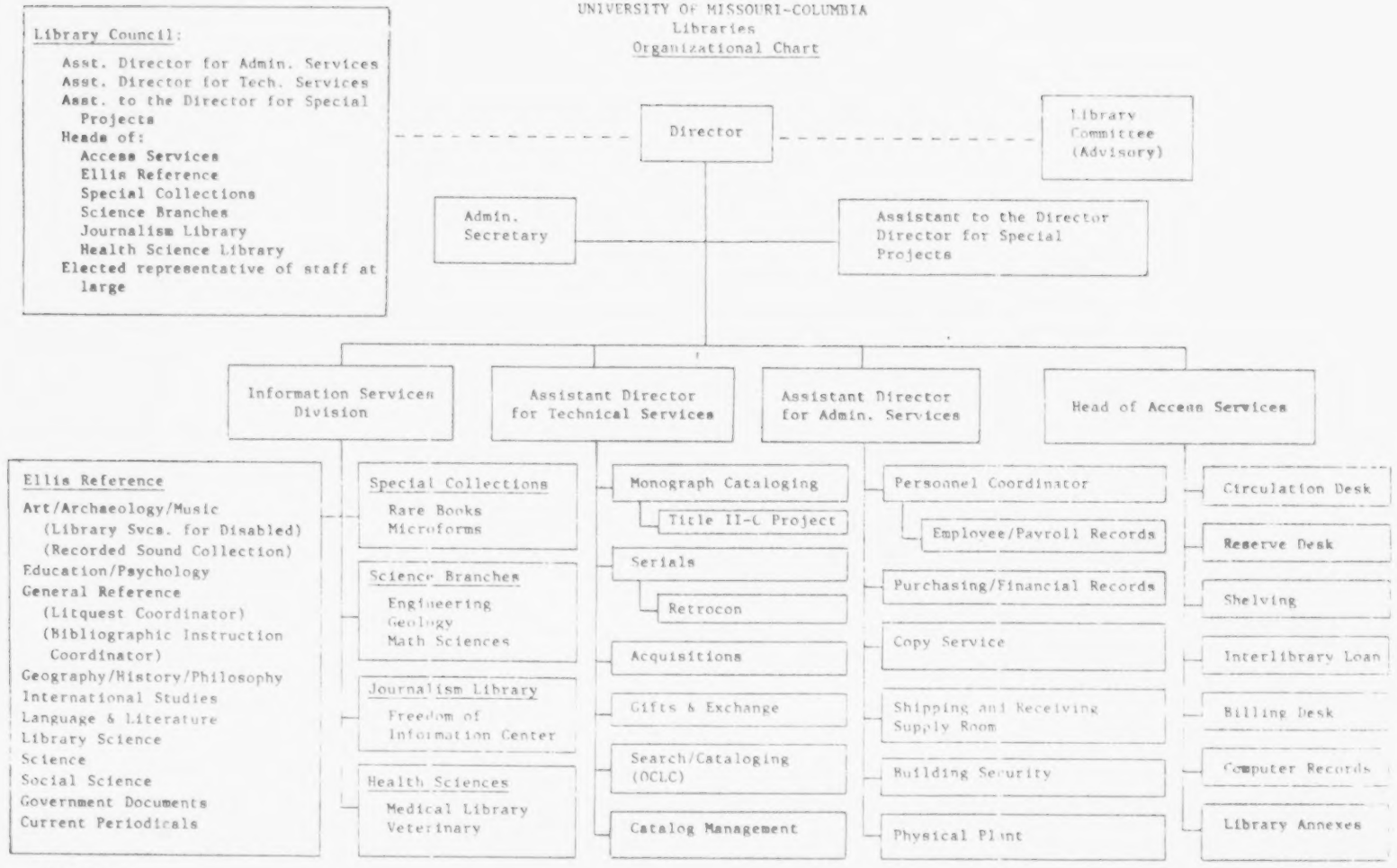


*Acts in absence of Director
**Acts in absence of department head

University Libraries Twin Cities - Organizational Chart 1985-86

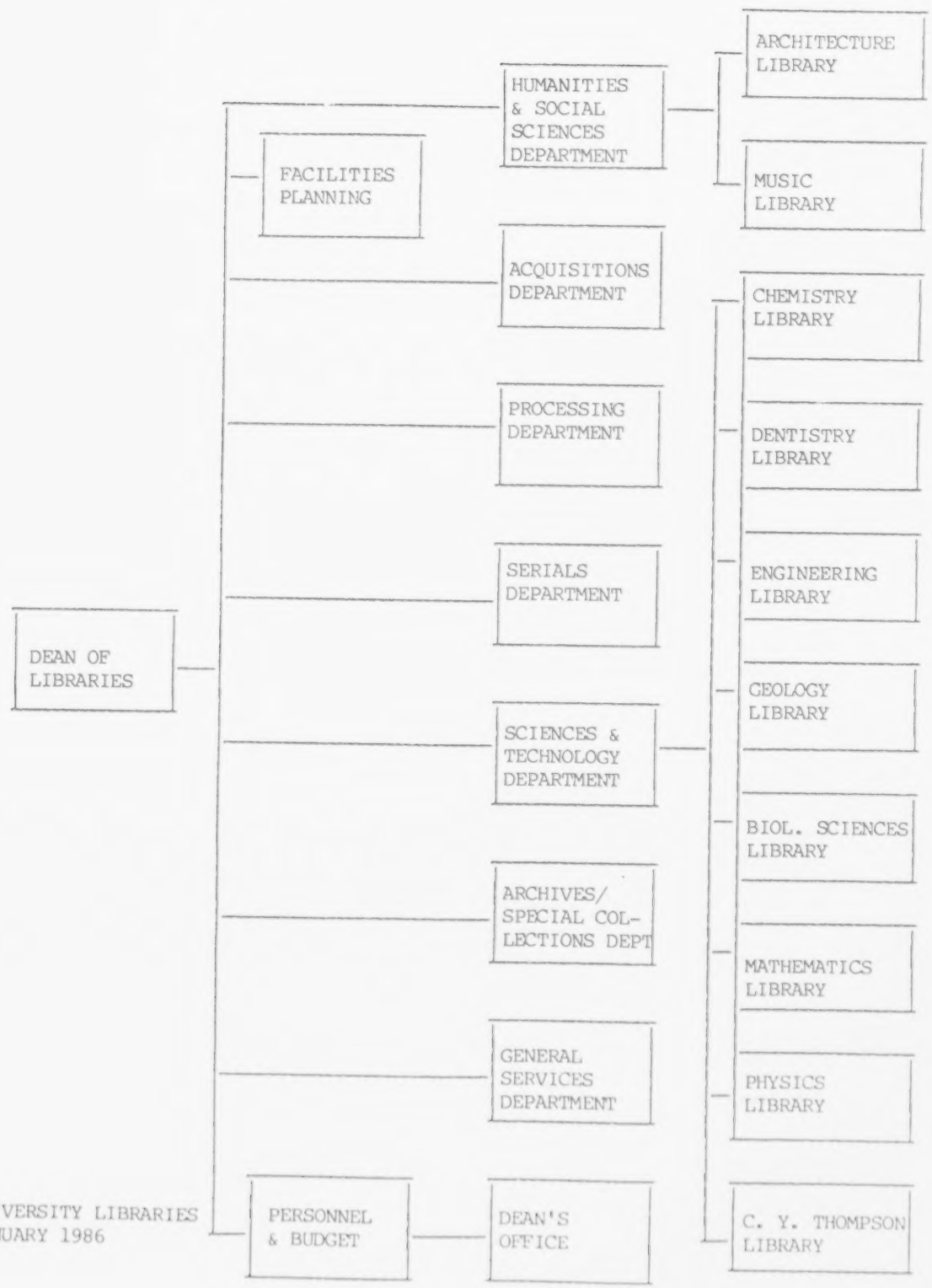


*See detail Charts


UNIVERSITY OF MISSOURI-COLUMBIA
Libraries
Organizational Chart
Library Council:
Asst. Director for Admin. Services
Asst. Director for Tech. Services
Asst. to the Director for Special Projects
Heads of:
Access Services
Ellis Reference
Special Collections
Science Branches
Journalism Library
Health Science Library
Elected representative of staff at large
Director
Library Committee (Advisory)
Admin. Secretary
Assistant to the Director Director for Special Projects
Information Services Division
Assistant Director for Technical Services
Assistant Director for Admin. Services
Head of Access Services
Ellis Reference
Art/Archaeology/Music
(Library Svcs. for Disabled)
(Recorded Sound Collection)
Education/Psychology
General Reference
(Litquest Coordinator)
(Bibliographic Instruction Coordinator)
Geography/History/Philosophy
International Studies
Language & Literature
Library Science
Science
Social Science
Government Documents
Current Periodicals
Special Collections
Rare Books
Microforms
Science Branches
Engineering
Geology
Math Sciences
Journalism Library
Freedom of Information Center
Health Sciences
Medical Library
Veterinary
Monograph Cataloging
Title II-C Project
Serials
Retrocon
Acquisitions
Gifts & Exchange
Search/Cataloging (OCLC)
Catalog Management
Personnel Coordinator
Employee/Payroll Records
Purchasing/Financial Records
Copy Service
Shipping and Receiving Supply Room
Building Security
Physical Plant
Circulation Desk
Reserve Desk
Shelving
Interlibrary Loan
Billing Desk
Computer Records
Library Annexes

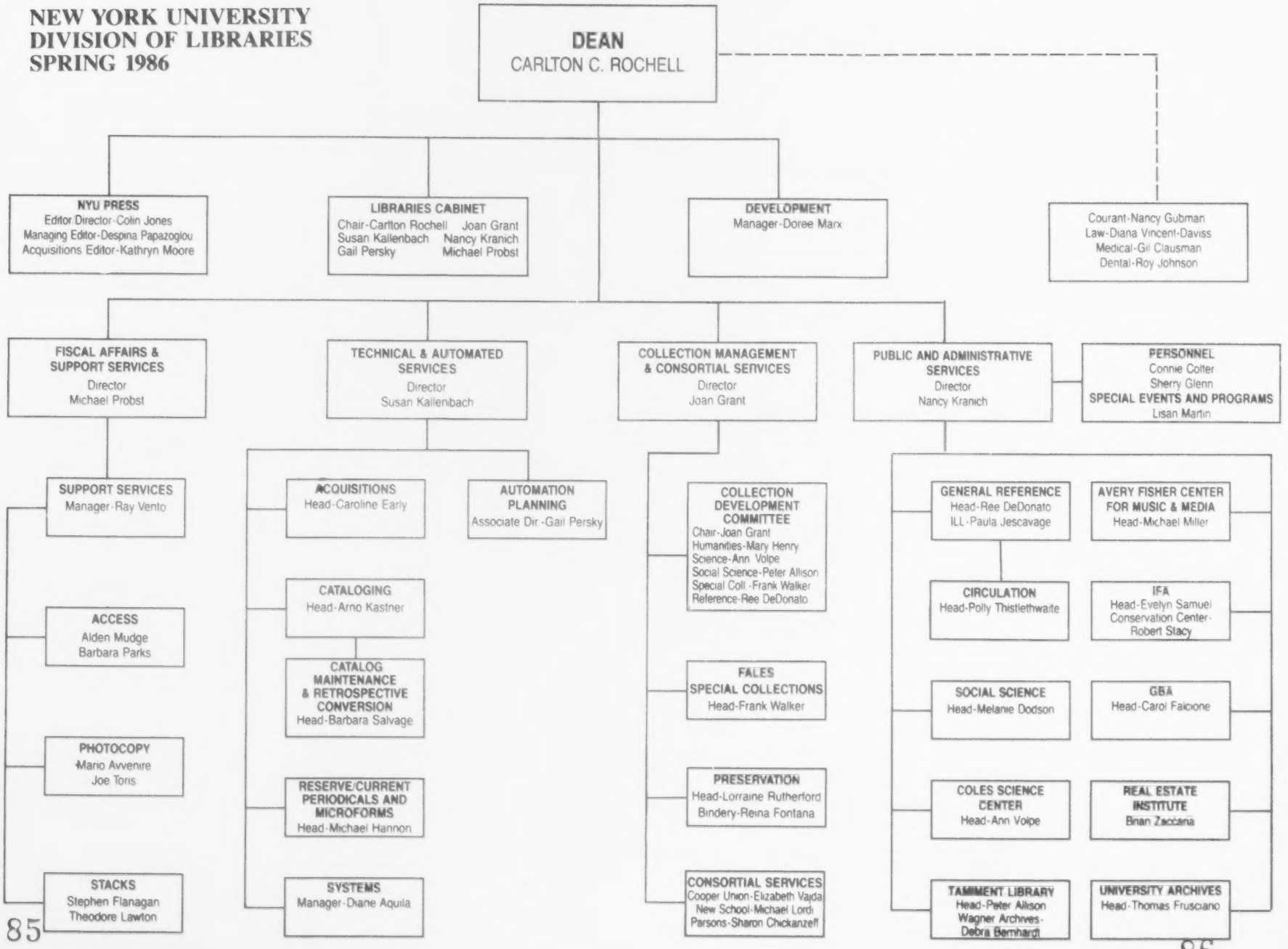
3.10.86

UNIVERSITY OF NEBRASKA
1/86

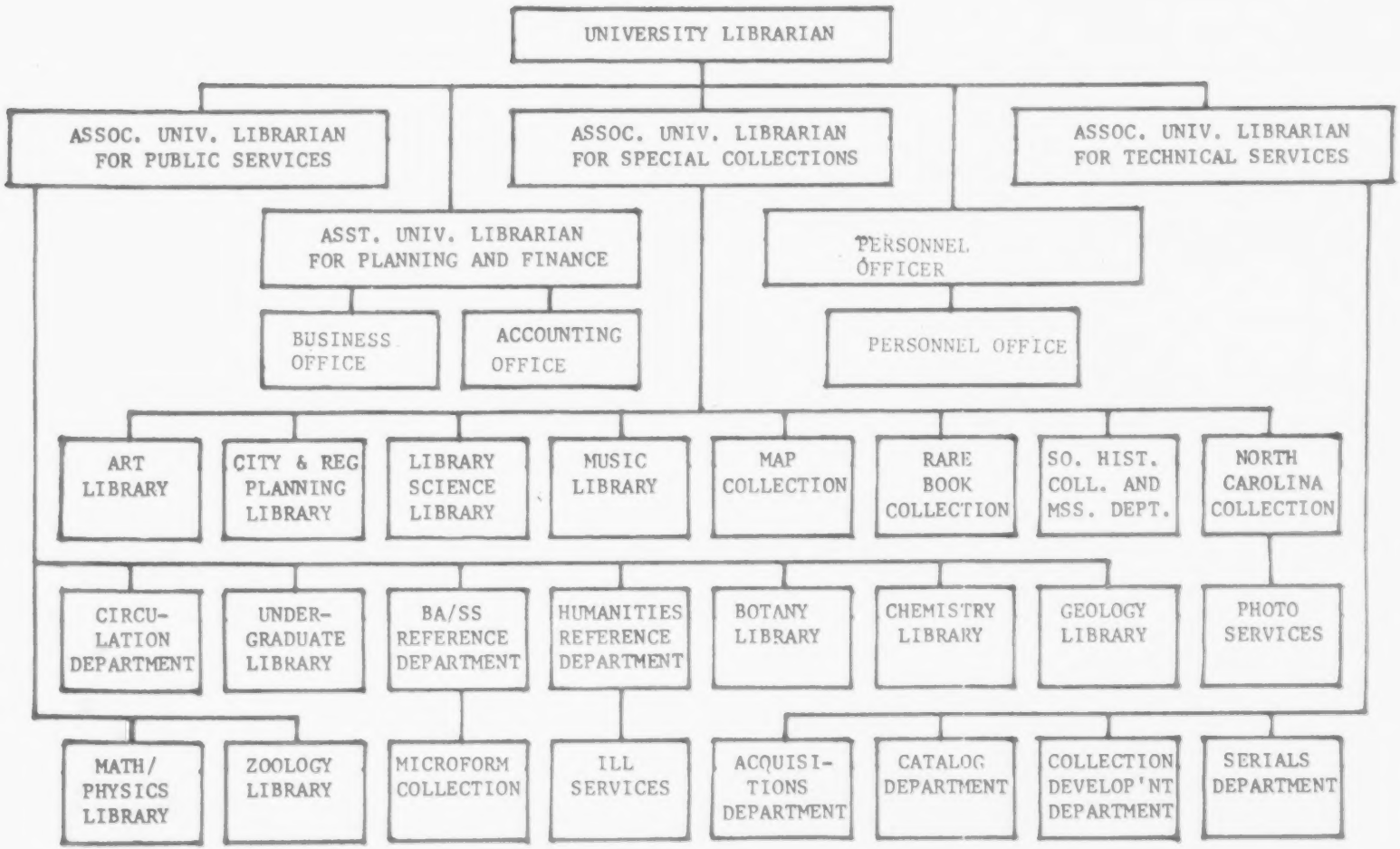


UNIVERSITY LIBRARIES
JANUARY 1986

NEW YORK UNIVERSITY
DIVISION OF LIBRARIES
SPRING 1986



UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL
ACADEMIC AFFAIRS LIBRARY



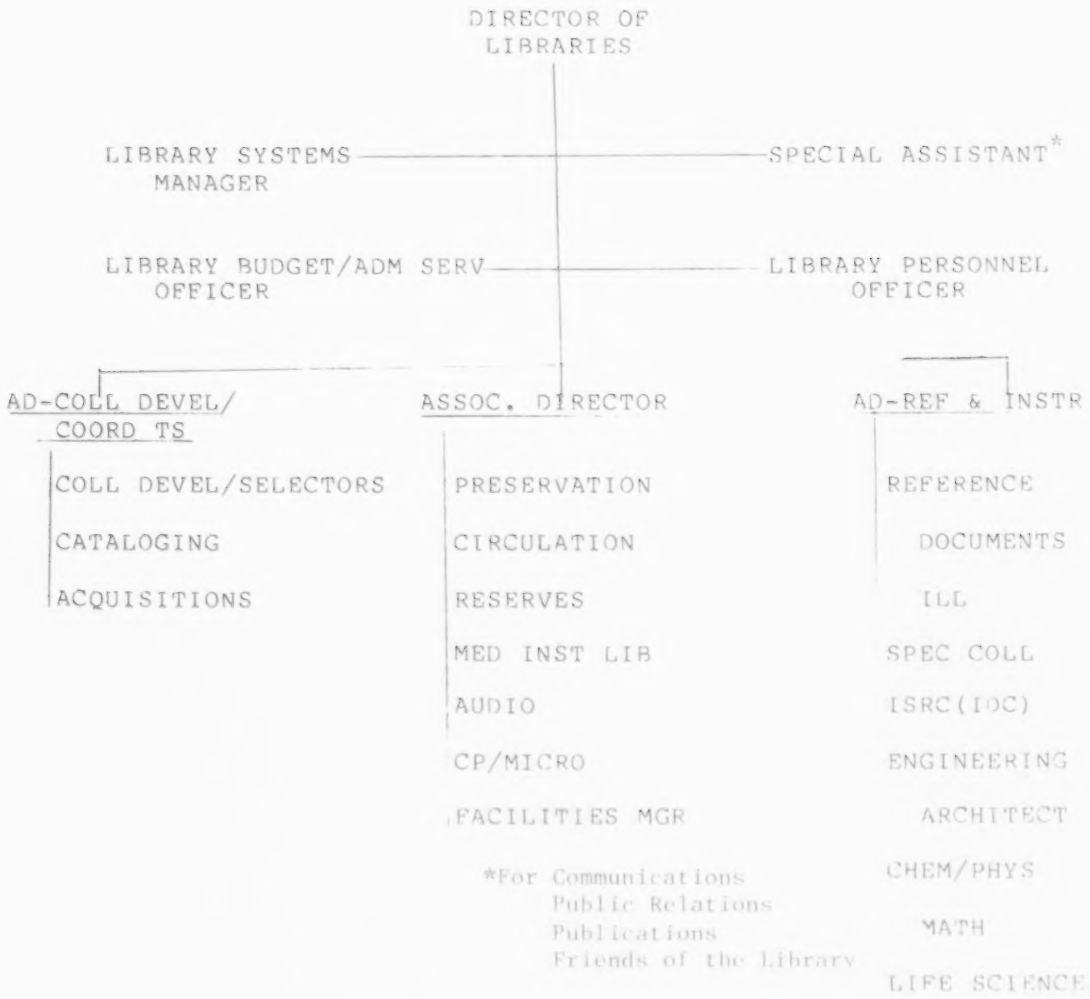
UNIVERSITY OF NOTRE DAME
UNDER REVISION

1/86

THE UNIVERSITY LIBRARIES OF NOTRE DAME

TABLE OF ORGANIZATION

JANUARY 1986



*For Communications
Public Relations
Publications
Friends of the Library

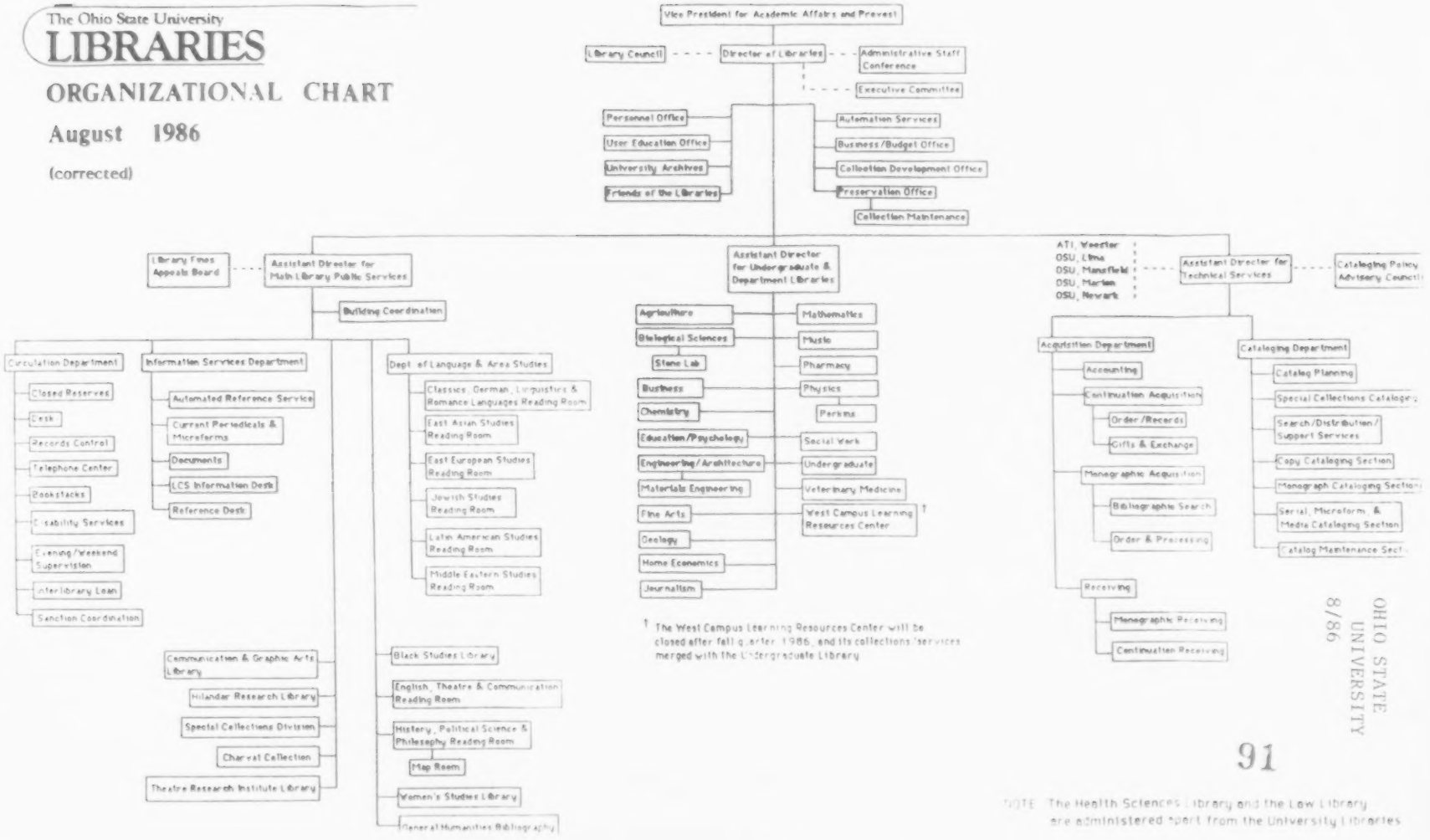
The Ohio State University

LIBRARIES

ORGANIZATIONAL CHART

August 1986

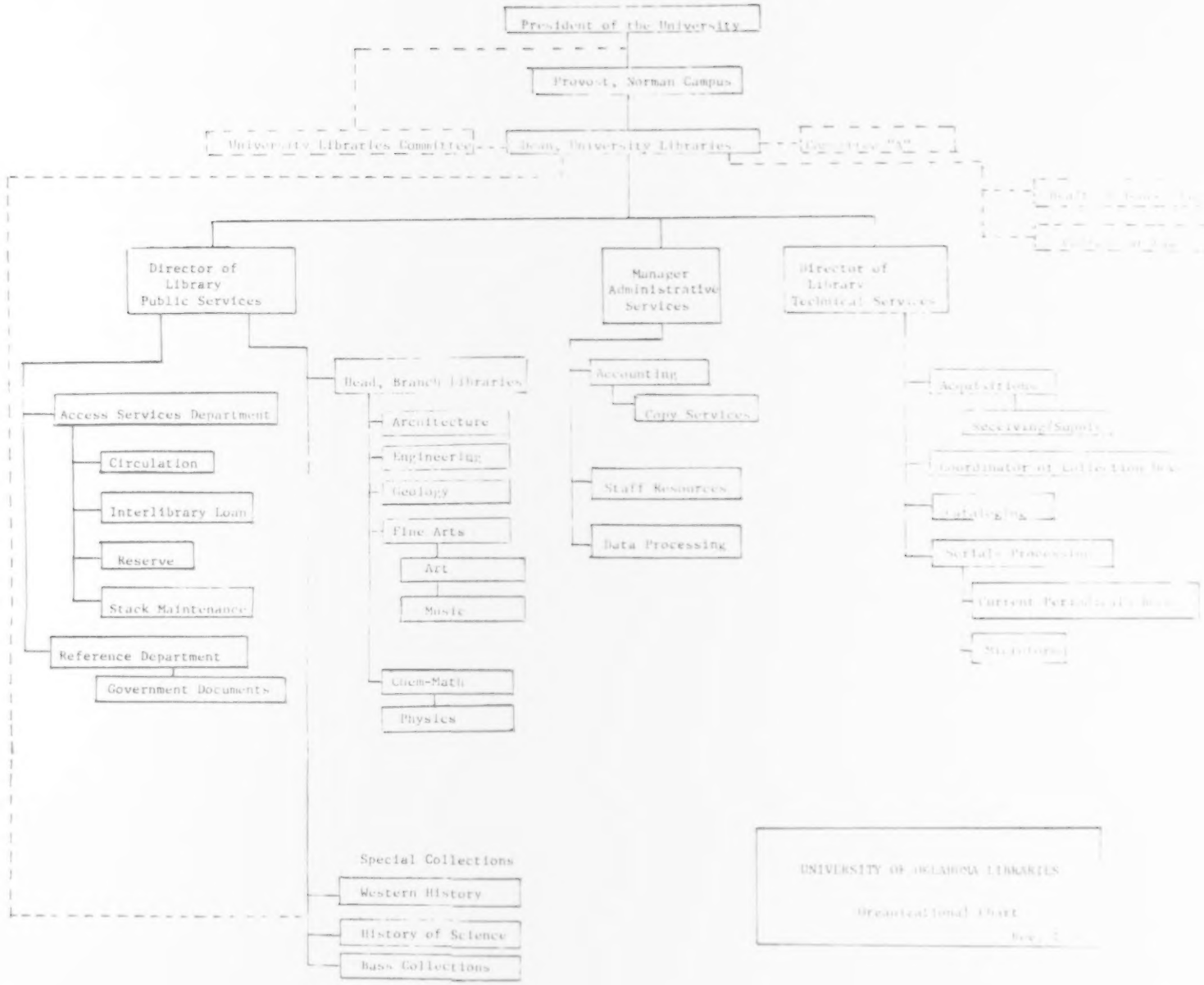
(corrected)



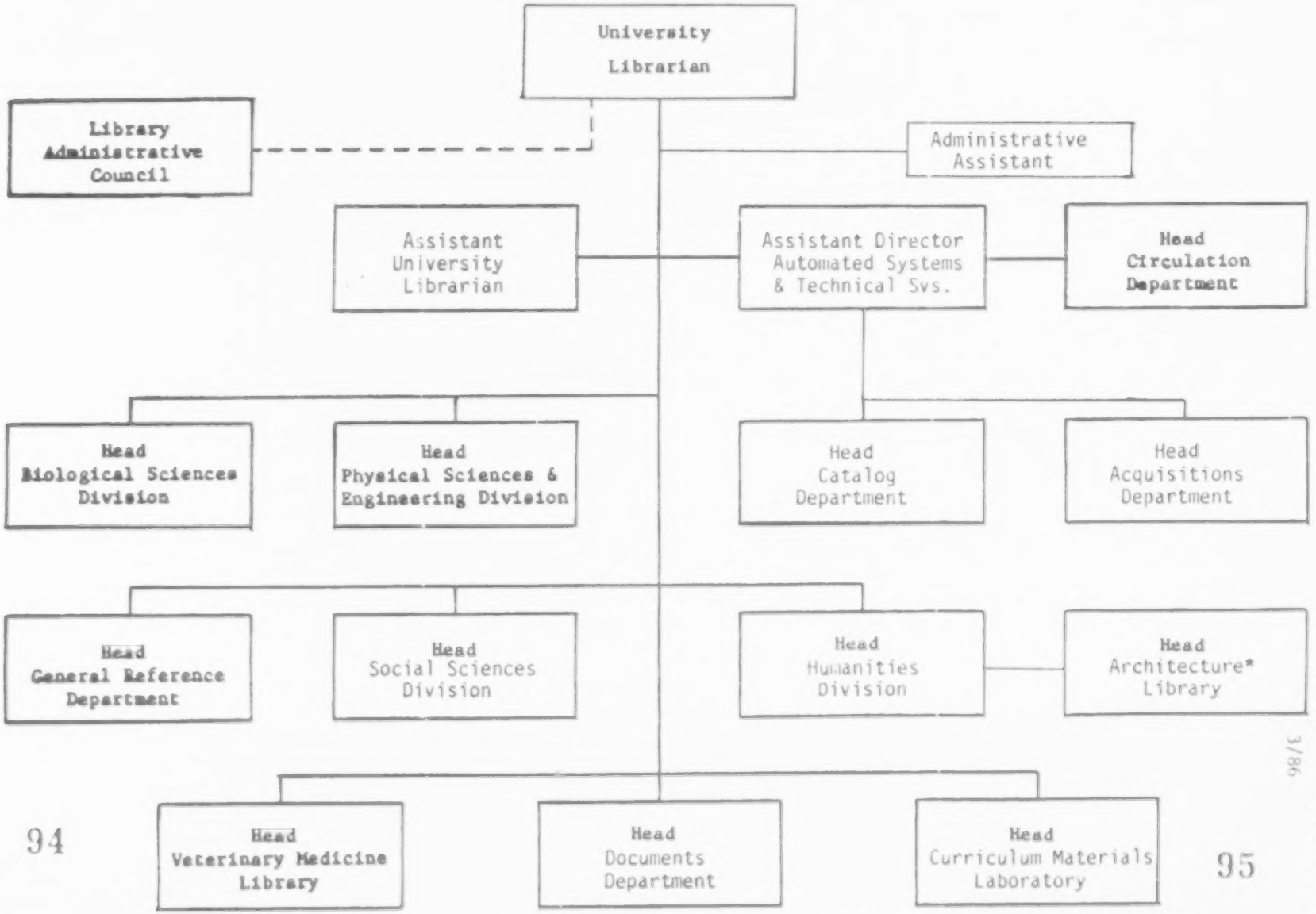
† The West Campus Learning Resources Center will be closed after fall quarter, 1986, and its collections/services merged with the Undergraduate Library.

NOTE: The Health Sciences Library and the Law Library are administered apart from the University Libraries.

OHIO STATE UNIVERSITY
8/86


President of the University
Provost, Norman Campus
University Libraries Committee
Dean, University Libraries
Director of Library Public Services
Manager Administrative Services
Director of Library Technical Services
Access Services Department
Circulation
Interlibrary Loan
Reserve
Stack Maintenance
Reference Department
Government Documents
Head, Branch Libraries
Architecture
Engineering
Geology
Fine Arts
Art
Music
Chem-Math
Physics
Accounting
Copy Services
Staff Resources
Data Processing
Special Collections
Western History
History of Science
Bass Collections
UNIVERSITY OF OKLAHOMA LIBRARIES
Organizational Chart
1/86

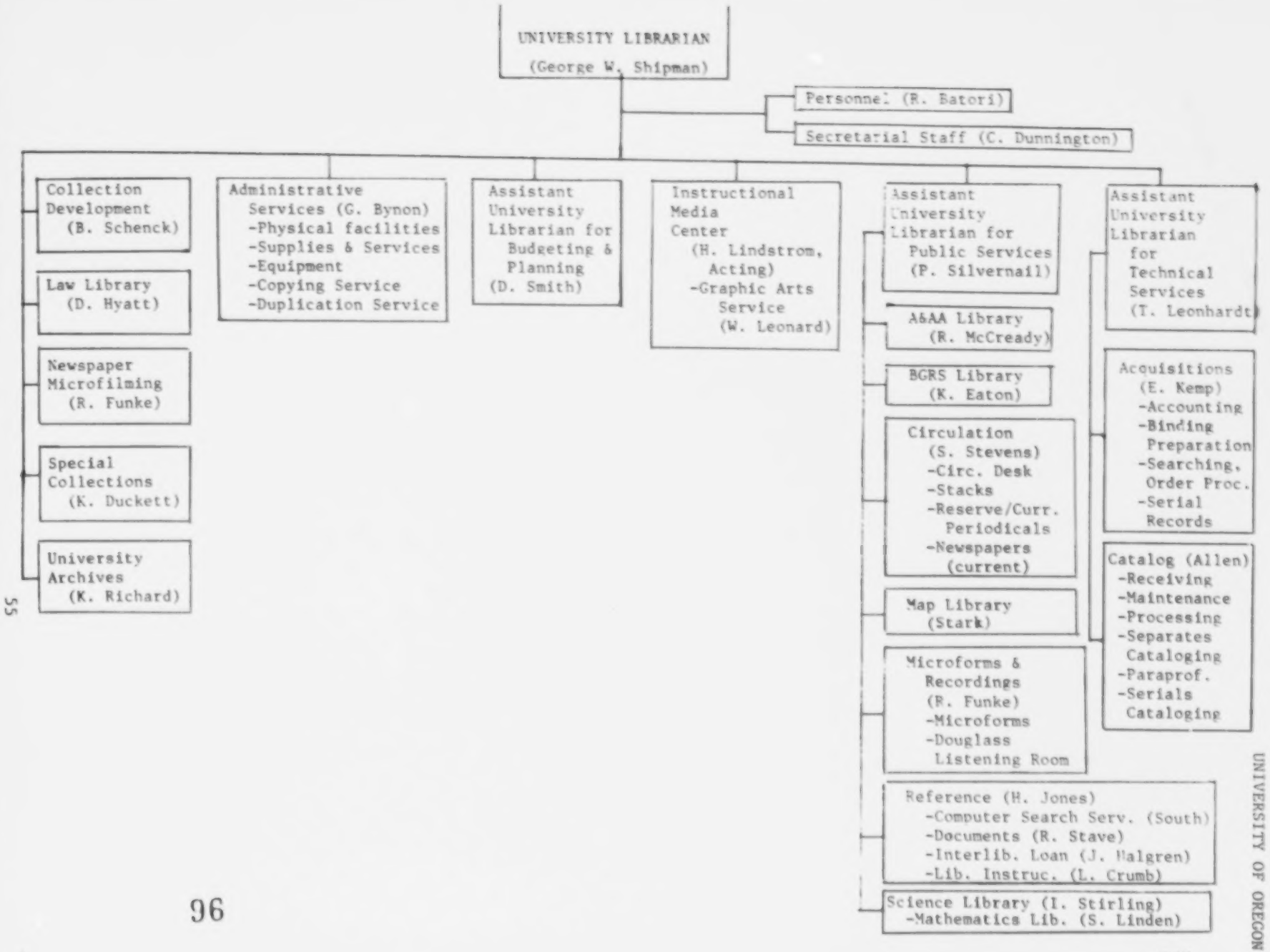
OKLAHOMA STATE UNIVERSITY LIBRARY
Table of Administrative Organization
(Marcn 1986)



* Not member of the Library Administrative Council

The primary change here has been to name one of the assistants differently: head tech services and automated systems and fill it with someone who has qualifications to do both jobs. Also moved circulation into tech services.

2.5
2.8
3.2
2.2
3.6
2.0
4.0
100 mm
1.0
1.1
1.25
1.4
1.6
1.8
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890
1.0 mm
1.5 mm
2.0 mm
A5
PG



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96

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UNIVERSITY OF OREGON

UNIVERSITY OF PENNSYLVANIA
UNDER REVISION

DIRECTOR OF LIBRARIES
Richard DeGennaro

DEPUTY DIRECTOR
Joan I. Gotwals

COLLECTIONS
Bernard Ford

J.Dennis Hyde

PERSONNEL
Valerie Pena

SYSTEMS
Emily Fayen

BUSINESS
John Keane

BUILDING/SECURITY
Charles Jenkins

PUBLIC SERVICES

CIRCULATION
Patricia Renfro

INTERLIBRARY LOAN
Mary Jackson

REFERENCE
Jane Bryan

RESERVE
Ancil George

TECHNICAL SERVICES
H.Carton Rogers

ACQUISITIONS
Lynn Altstatt

COPY CATALOGING
Margaret Rohdy

ORIGINAL CATALOGING
Susan Jacobson

POST CATALOGING
Clarence Wilson

SERIALS
Jean Farrington

SPECIAL COLLECTIONS
Daniel Traister
Christine Ruggere

FURNESS
G.Ziegler

LEA

RARE BOOKS
E.F.SMITH

MUSIC
John Roberts

REGIONAL STUDIES COLLECTIONS
J. Dennis Hyde

EAST ASIA
Nancy Cheng

MIDDLE EAST
J.Dennis Hyde

SOUTH ASIA
Kanta Bhatia

SCHOOL AND DEPARTMENTAL LIBRARIES

ANNENBERG (COMMUNICATIONS)
Sandra Grilikhes

BIDDLE LAW
Elizabeth Kelly

BIO-MEDICAL
Eleanor Goodchild

CHEMISTRY
Carol Carr

DENTAL SCHOOL
John Whittock

FINE ARTS
Alan Morrison

Slide Collection
Concetta Leone

LIPPINCOTT (WHARTON)
Michael Halperin

MATH/PHYSICS
Marion Kreiter

MUSEUM
Jean Adelman

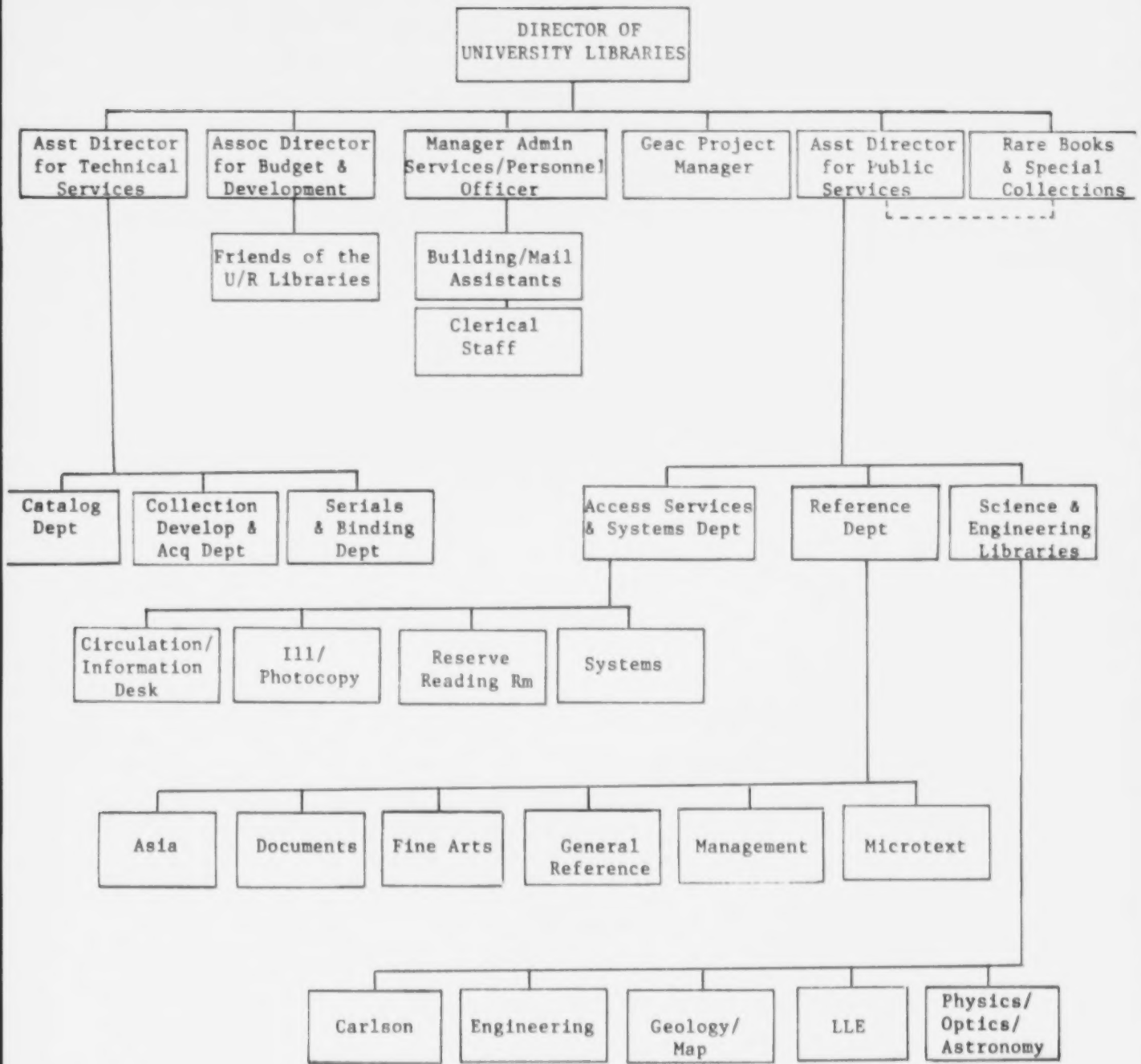
SCHOOL OF ENGINEERING
AND APPLIED SCIENCE
Charles Myers

SCHOOL OF SOCIAL WORK
Evelyn Butler

VETERINARY SCHOOL
Lillian Bryant

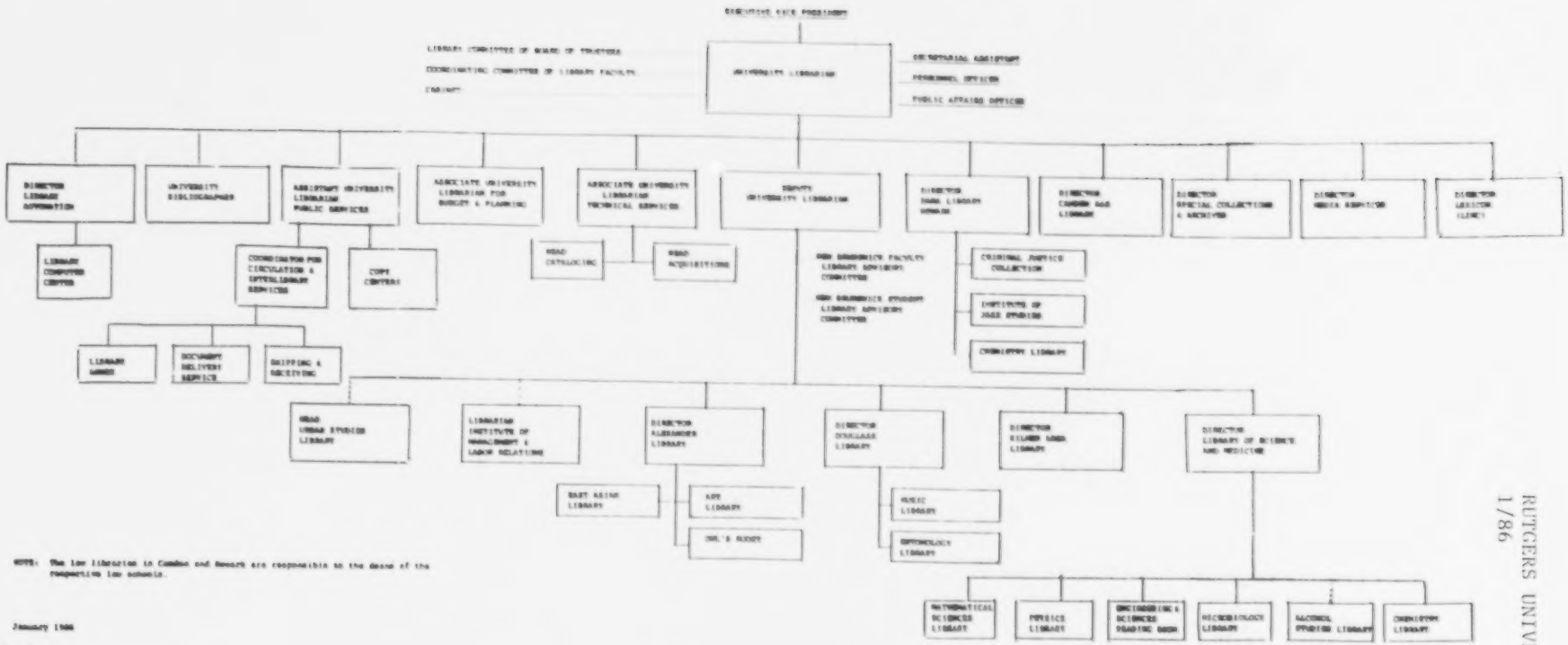
UNIVERSITY OF ROCHESTER
RIVER CAMPUS LIBRARIES
ORGANIZATION CHART

UNIVERSITY OF
ROCHESTER
3/86



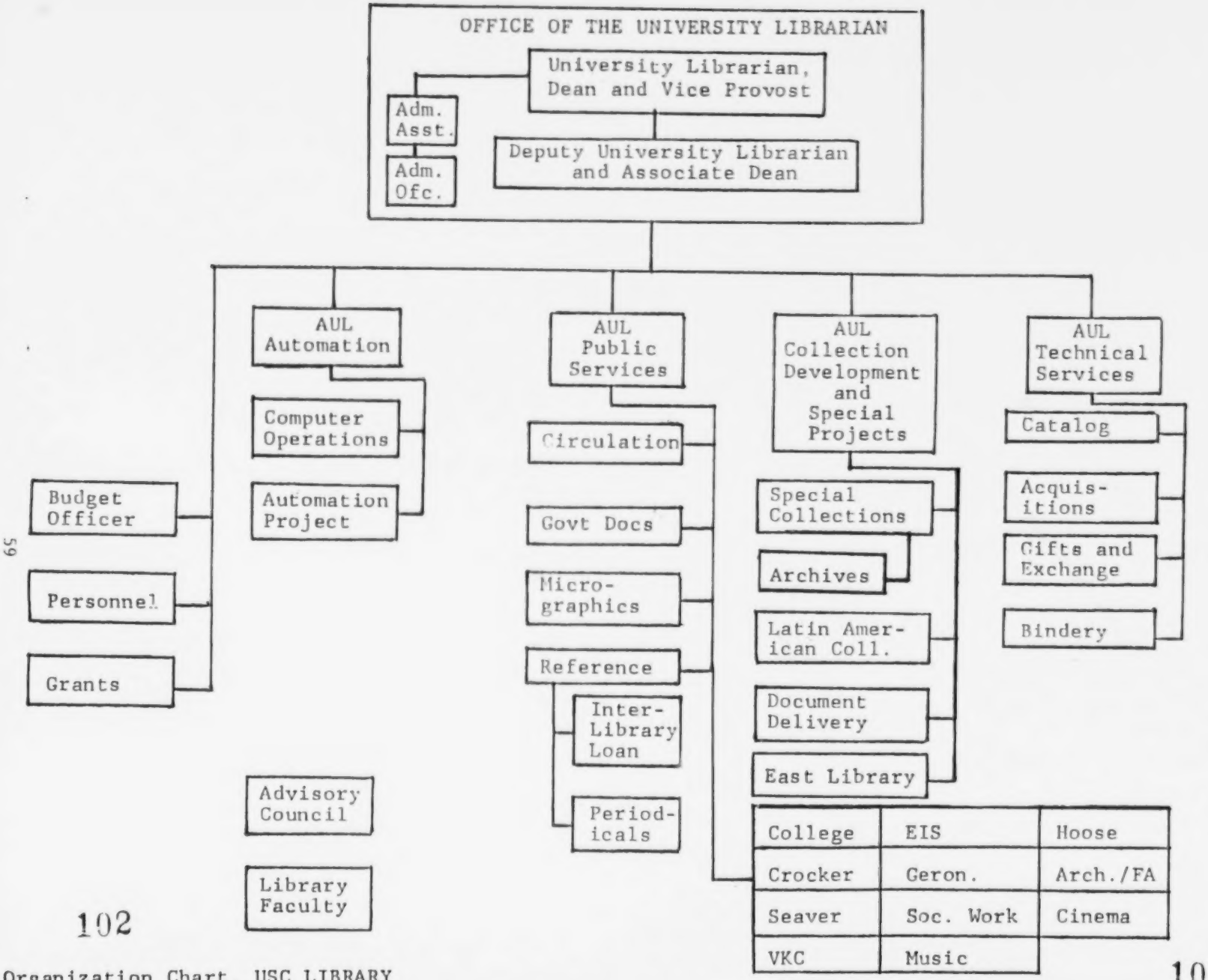
Revised 3/86
o209

99



NOTE: The law libraries in Camden and Newark are responsible to the deans of the respective law schools.

January 1986



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Organization Chart, USC LIBRARY

As of 9-18-85

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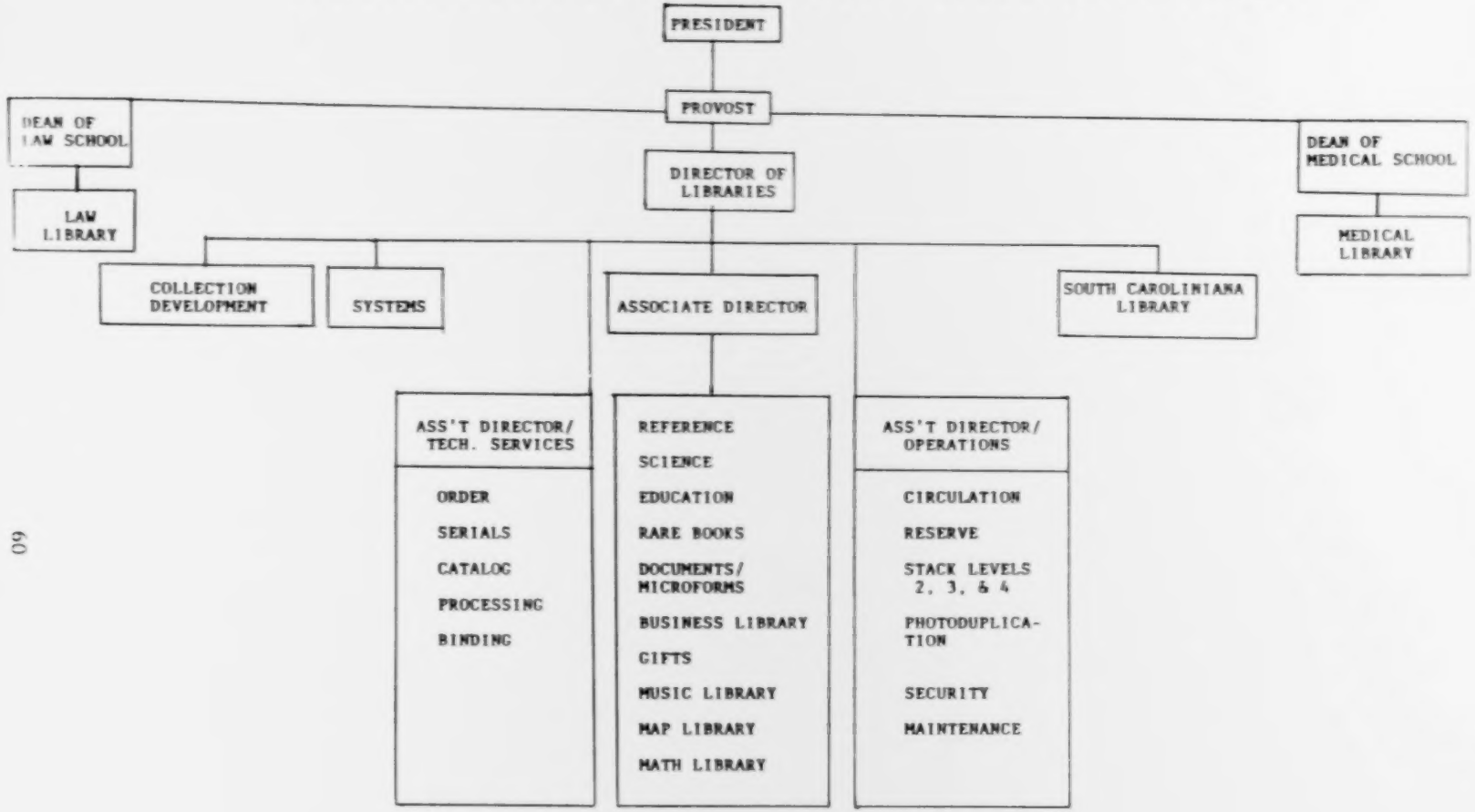
UNIVERSITY OF SOUTHERN CALIFORNIA 9/85

THE UNIVERSITY OF SOUTH CAROLINA LIBRARIES - COLUMBIA



09

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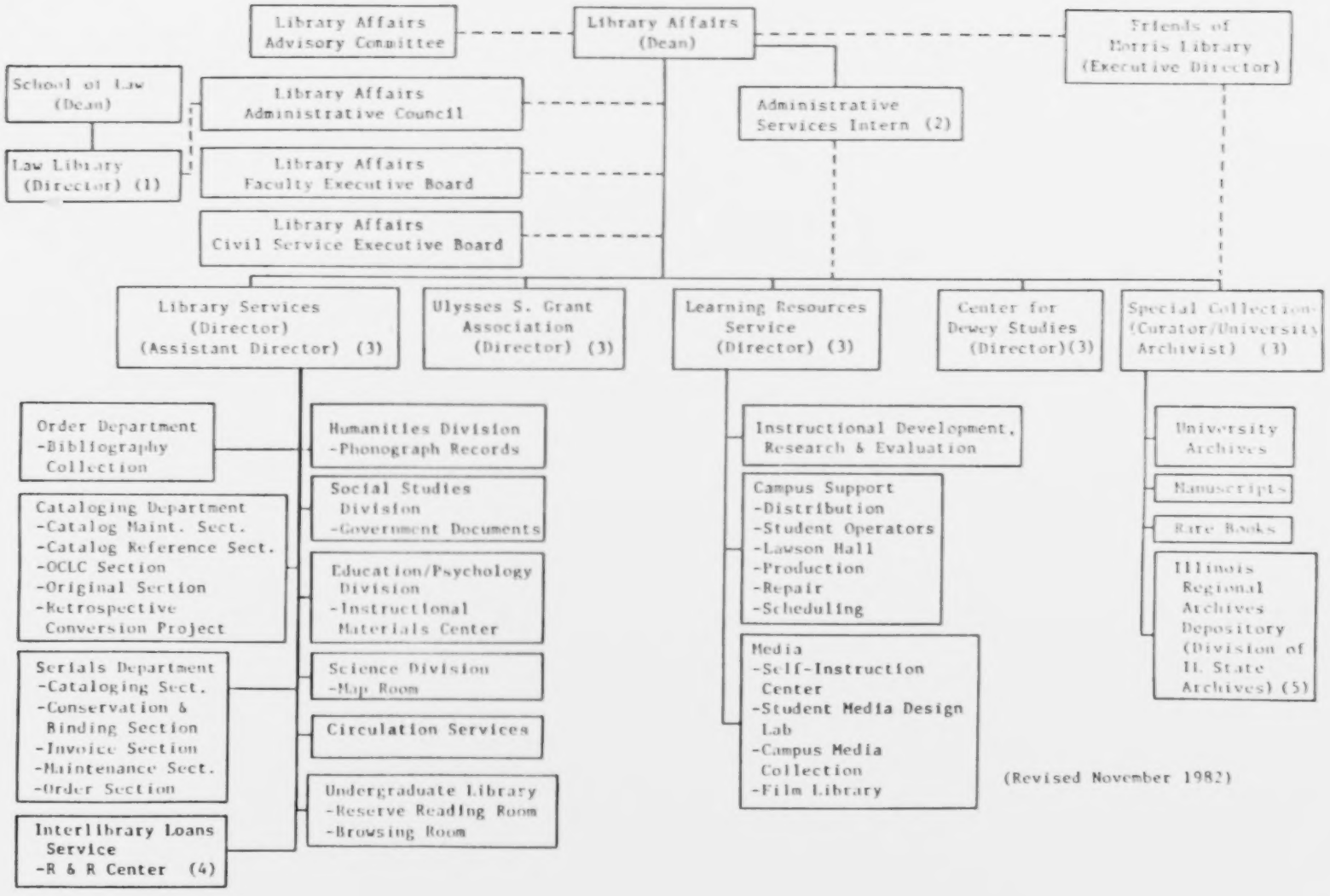
UNIVERSITY OF SOUTH CAROLINA

LIBRARY AFFAIRS
SOUTHERN ILLINOIS UNIVERSITY AT CARBONDALE
ORGANIZATION CHART



(Revised November 1982)

SOUTHERN ILLINOIS UNIVERSITY
UNDER REVISION

REFERENCES

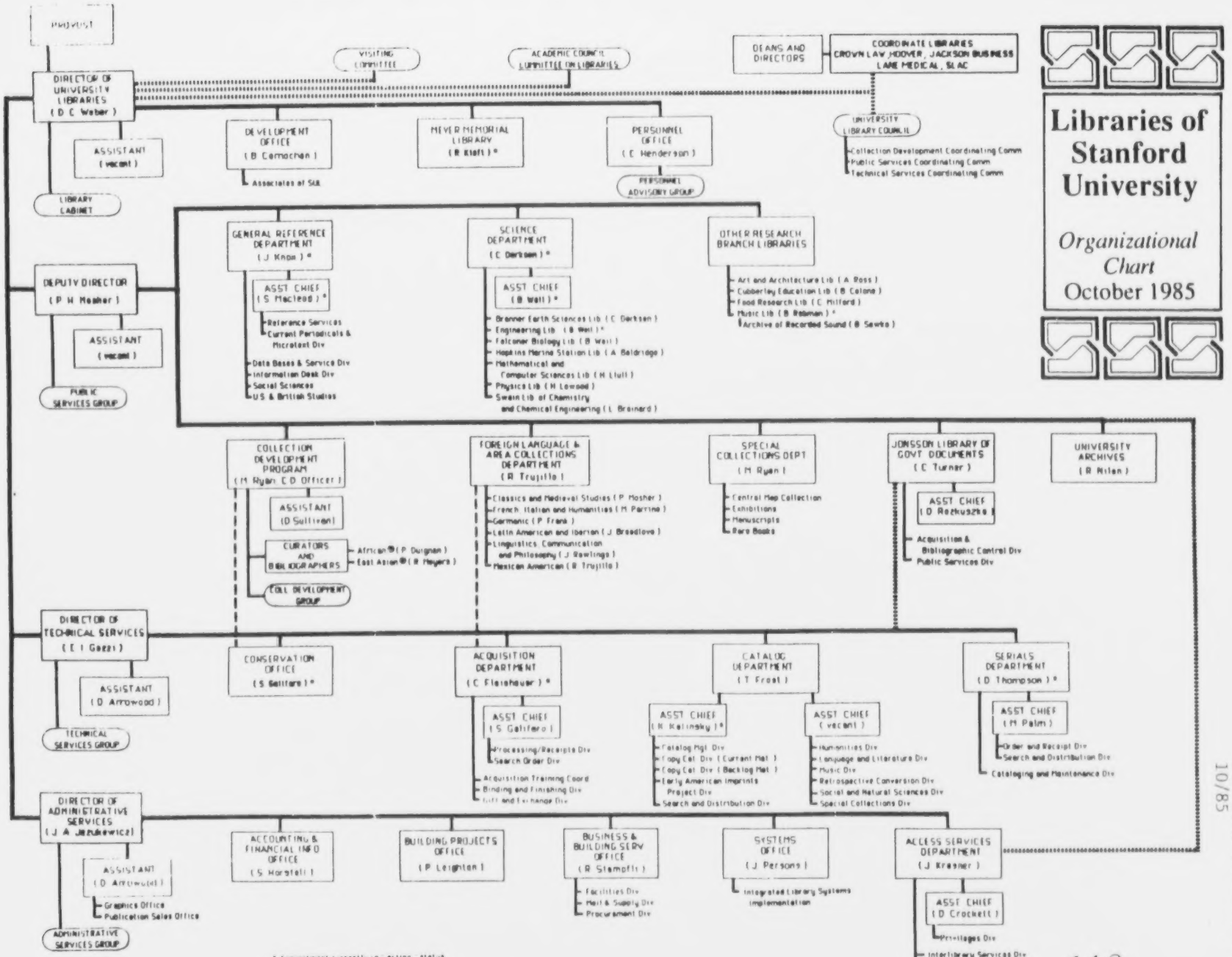
(1) The Law Library is under the administration of the Dean of the School of Law. Coordination with the campus library stystem is achieved by the Law Librarian attending and participating (without vote) in the Library Affairs Administrative Council.

(2) The Administrative Services Intern is a staff position reporting to the Dean, and is responsible for administrative support services; research, special programs and projects; liaison relationships with internal and external committees or agencies (as assigned); and coordination of library-related personnel and staff development activities.

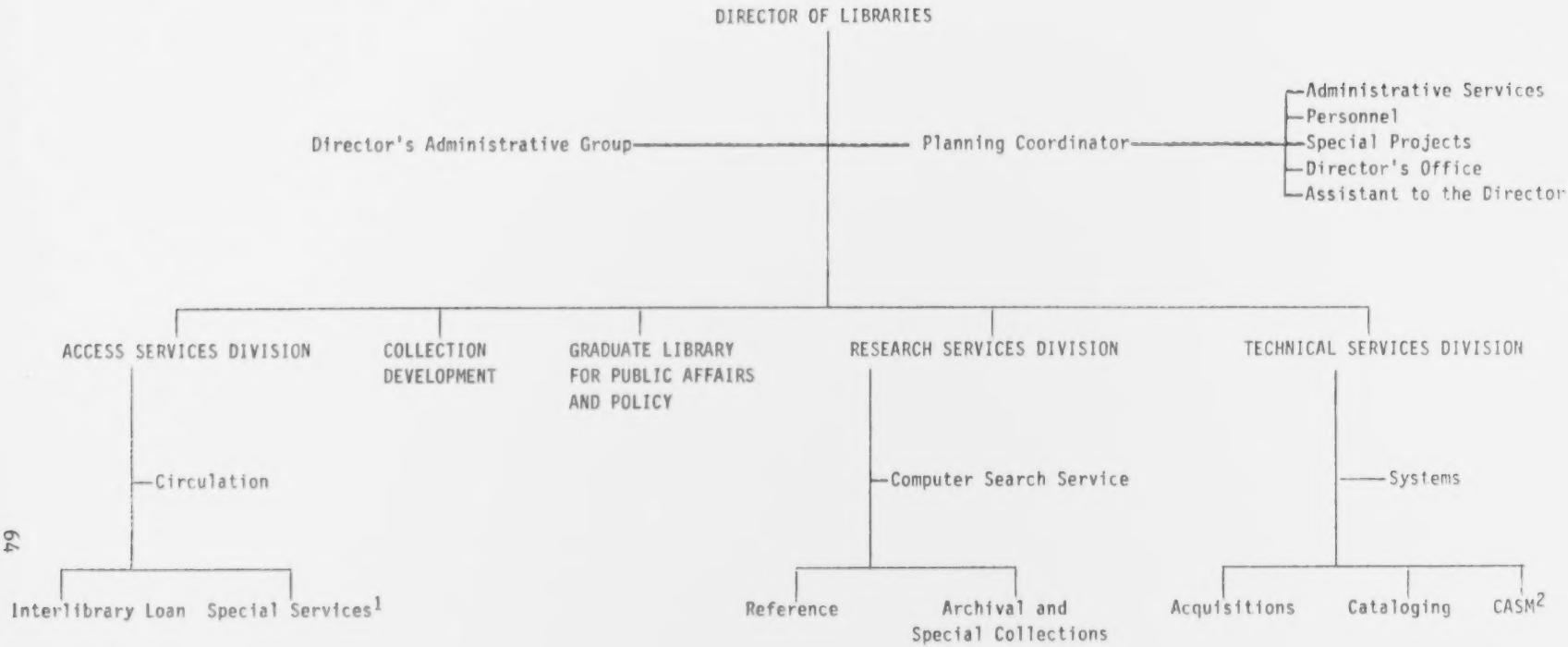
(3) In regular operating and fiscal matters, departments and divisions within fiscal units report to the respective director. The Dean will be consulted in matters of policy and major operational changes.

(4) SIU-C is one of the four Reference and Research (R&R) Centers funded by the Illinois Public Library Act to provide back-up library materials service to the state-wide library network of ILLINET.

(5) SIU-C is one of six IRAD centers, administered by the Illinois State Archives, with responsibility to collect and preserve governmental records from the twenty-three southernmost counties in Illinois. Coordination of the program is provided by Special Collections staff.


PROVOST
VISITING COMMITTEE
ACADEMIC COUNCIL COMMITTEE ON LIBRARIES
DEANS AND DIRECTORS
COORDINATE LIBRARIES
CROWN LAW, HOOVER, JACKSON BUSINESS
LANE MEDICAL, SLAC
DIRECTOR OF UNIVERSITY LIBRARIES (D C Weber)
ASSISTANT (vacant)
LIBRARY CABINET
DEVELOPMENT OFFICE (B Camochan)
Associates of SUL
MEYER MEMORIAL LIBRARY (R Kloft)*
PERSONNEL OFFICE (C Henderson)
PERSONNEL ADVISORY GROUP
UNIVERSITY LIBRARY COUNCIL
Collection Development Coordinating Comm
Public Services Coordinating Comm
Technical Services Coordinating Comm
Libraries of Stanford University
Organizational Chart
October 1985
DEPUTY DIRECTOR (P H Mosher)
ASSISTANT (vacant)
PUBLIC SERVICES GROUP
GENERAL REFERENCE DEPARTMENT (J Knox)*
ASST CHIEF (S Macleod)*
Reference Services
Current Periodicals & Microtext Div
Data Bases & Service Div
Information Desk Div
Social Sciences
U.S. & British Studies
SCIENCE DEPARTMENT (C Dertsen)*
ASST CHIEF (B Wall)*
Branner Earth Sciences Lib (C Dertsen)
Engineering Lib (B Wall)*
Falconer Biology Lib (B Wall)
Hopkins Marine Station Lib (A Baldridge)
Mathematical and Computer Sciences Lib (M Llull)
Physics Lib (M Lowood)
Swain Lib of Chemistry and Chemical Engineering (L Brainard)
OTHER RESEARCH BRANCH LIBRARIES
Art and Architecture Lib (A Ross)
Cubberley Education Lib (B Colona)
Food Research Lib (C Milford)
Music Lib (B Redman)*
Archive of Recorded Sound (B Sawka)
COLLECTION DEVELOPMENT PROGRAM (M Ryan CD Officer)
ASSISTANT (D Sullivan)
CURATORS AND BIBLIOGRAPHERS
African@ (P Duignan)
East Asian@ (R Meyers)
COLL DEVELOPMENT GROUP
FOREIGN LANGUAGE & AREA COLLECTIONS DEPARTMENT (R Trujillo)
Classics and Medieval Studies (P Mosher)
French, Italian and Humanities (M Parrino)
Germanic (P Frank)
Latin American and Iberian (J Broadlove)
Linguistics, Communication and Philosophy (J Rawlings)
Mexican American (R Trujillo)
SPECIAL COLLECTIONS DEPT (M Ryan)
Central Map Collection
Exhibitions
Manuscripts
Rare Books
JONSSON LIBRARY OF GOVT DOCUMENTS (C Turner)
ASST CHIEF (D Rozkuszka)
Acquisition & Bibliographic Control Div
Public Services Div
UNIVERSITY ARCHIVES (R Allen)
DIRECTOR OF TECHNICAL SERVICES (E I Gozzi)
ASSISTANT (D Arrowood)
TECHNICAL SERVICES GROUP
CONSERVATION OFFICE (S Galifaro)*
ACQUISITION DEPARTMENT (C Fleishauer)*
ASST CHIEF (S Galifaro)
Processing/Receipts Div
Search Order Div
Acquisition Training Coord
Binding and Finishing Div
Gift and Exchange Div
CATALOG DEPARTMENT (T Frost)
ASST CHIEF (K Kalinsky)*
Catalog Mgt Div
Copy Cat Div (Current Mat)
Copy Cat Div (Backlog Mat)
Early American Imprints Project Div
Search and Distribution Div
ASST CHIEF (vacant)
Humanities Div
Language and Literature Div
Music Div
Retrospective Conversion Div
Social and Natural Sciences Div
Special Collections Div
SERIALS DEPARTMENT (D Thompson)*
ASST CHIEF (M Palm)
Order and Receipt Div
Search and Distribution Div
Cataloging and Maintenance Div
DIRECTOR OF ADMINISTRATIVE SERVICES (J A Jazukewicz)
ASSISTANT (D Arrowood)
Graphics Office
Publication Sales Office
ADMINISTRATIVE SERVICES GROUP
ACCOUNTING & FINANCIAL INFO OFFICE (S Horstall)
BUILDING PROJECTS OFFICE (P Leighton)
BUSINESS & BUILDING SERV OFFICE (R Stampfli)
Facilities Div
Mail & Supply Div
Procurement Div
SYSTEMS OFFICE (J Persons)
Integrated Library Systems Implementation
ACCESS SERVICES DEPARTMENT (J Kraemer)
ASST CHIEF (D Crockett)
Privileges Div
Interlibrary Services Div
Loan Div
Stacks Div
* Appointment currently on "acting" status.
@ Joint curatorship with the Hoover Institution

Temporary Libraries' Organizational Chart, Until Spring 1987



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SUNY BUFFALO
UNDER REVISION
3/86

[1] includes Periodicals, Reserve, Non-Print, Film Service

[2] Catalog Authority, File Maintenance and Physical Processing (including binding)

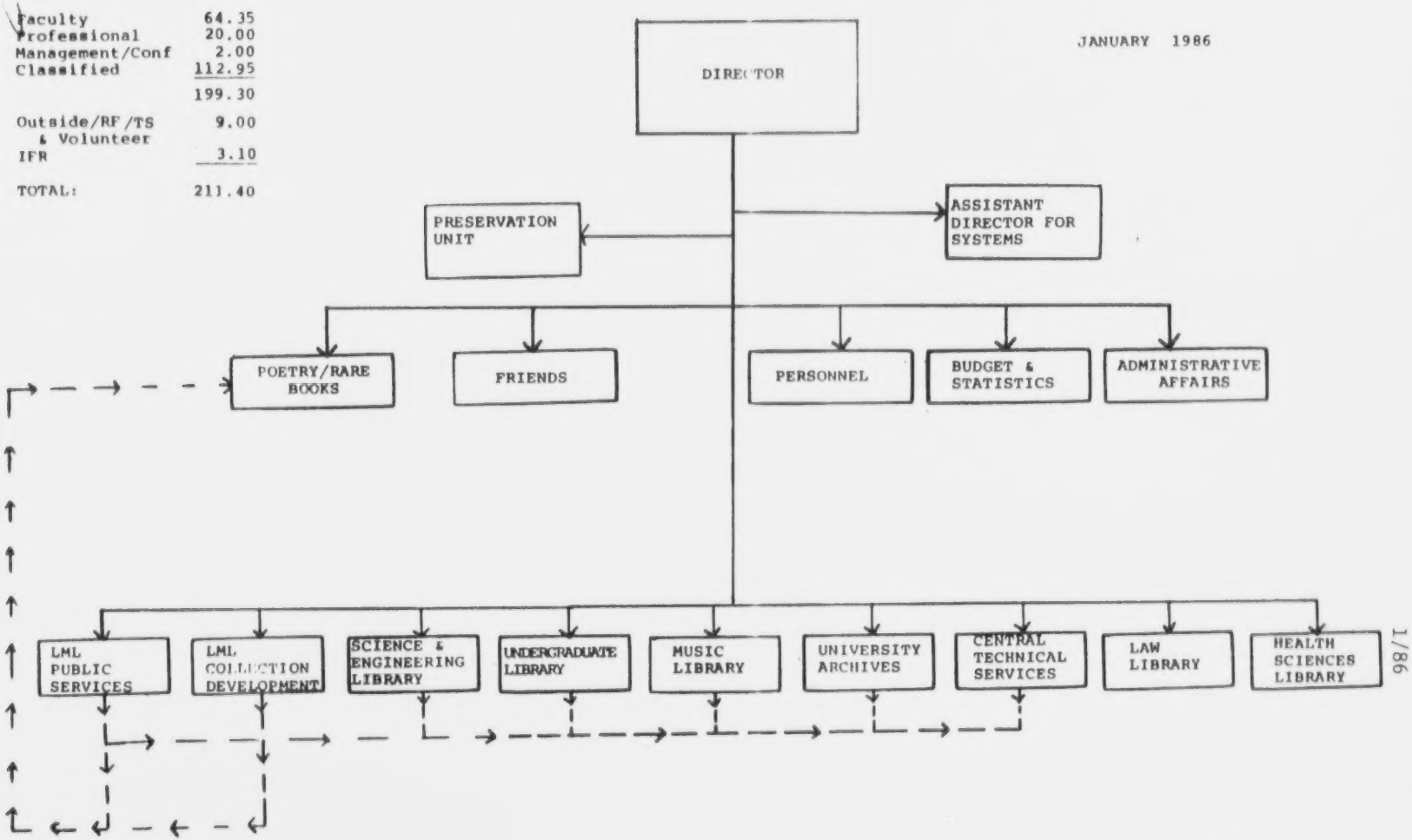
effective 3/17/86

UNIVERSITY LIBRARIES

JANUARY 1986

FTE COUNT:

Faculty	64.35
Professional	20.00
Management/Conf	2.00
Classified	112.95
	199.30
Outside/RF/TS & Volunteer	9.00
IFR	3.10
TOTAL:	211.40

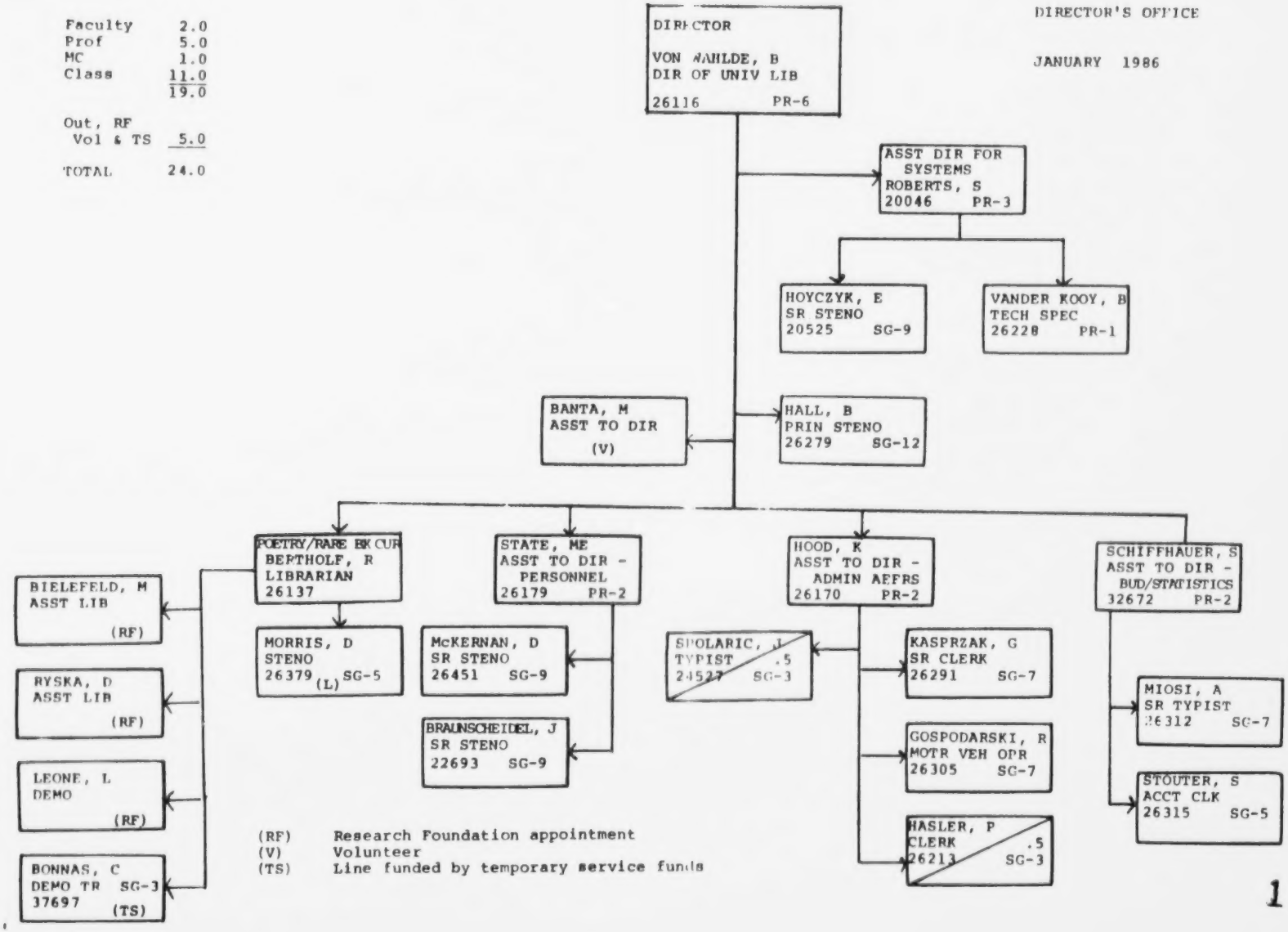


SUNY BUFFALO 1/86

Faculty	2.0
Prof	5.0
MC	1.0
Class	11.0
	19.0
Out, RF Vol & TS	5.0
TOTAL	24.0

DIRECTOR'S OFFICE

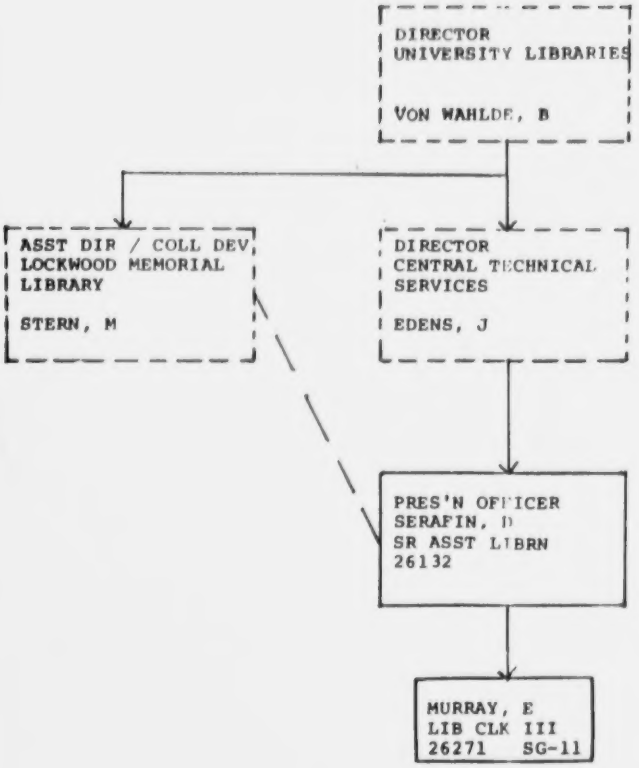
JANUARY 1986



(RF) Research Foundation appointment
(V) Volunteer
(TS) Line funded by temporary service funds

DIRECTOR'S OFFICE
PRESERVATION UNIT

JANUARY 1986

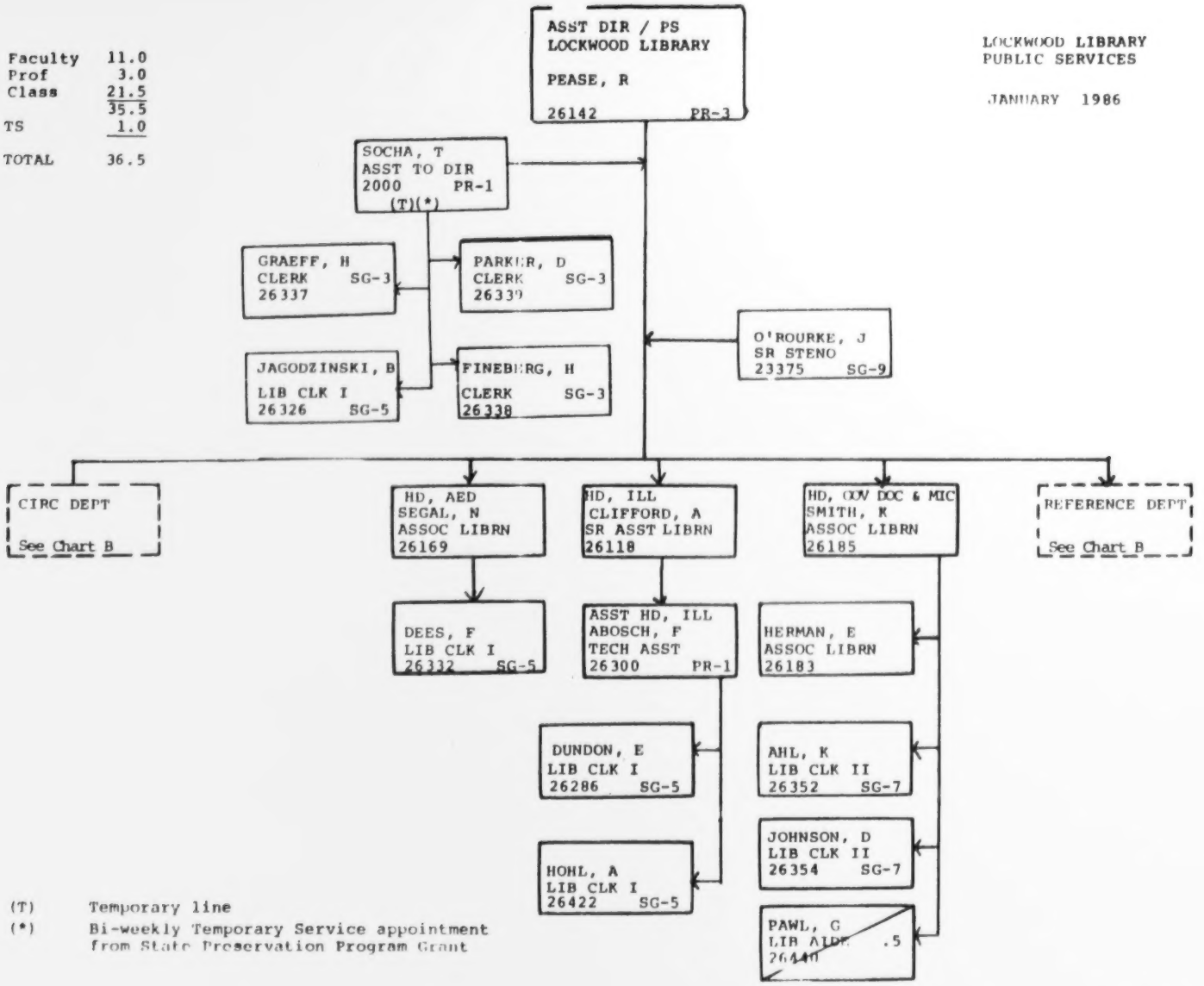


SUNY BUFFALO
1/86

LOCKWOOD LIBRARY
PUBLIC SERVICES

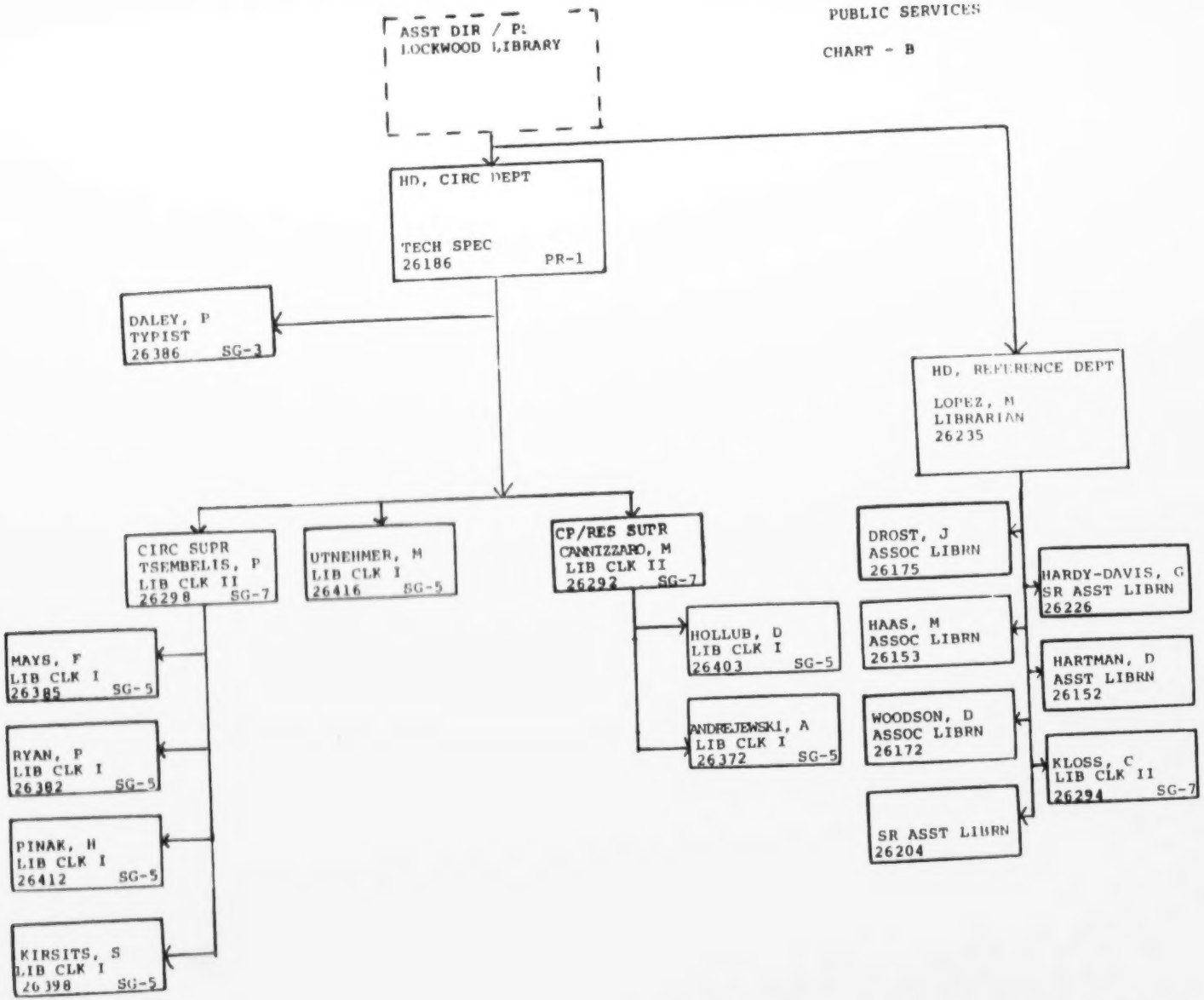
JANUARY 1986

Faculty	11.0
Prof	3.0
Class	21.5
	35.5
TS	1.0
TOTAL	36.5



(T) Temporary line

(*) Bi-weekly Temporary Service appointment from State Preservation Program Grant



SUNY BUFFALO
1/86

69

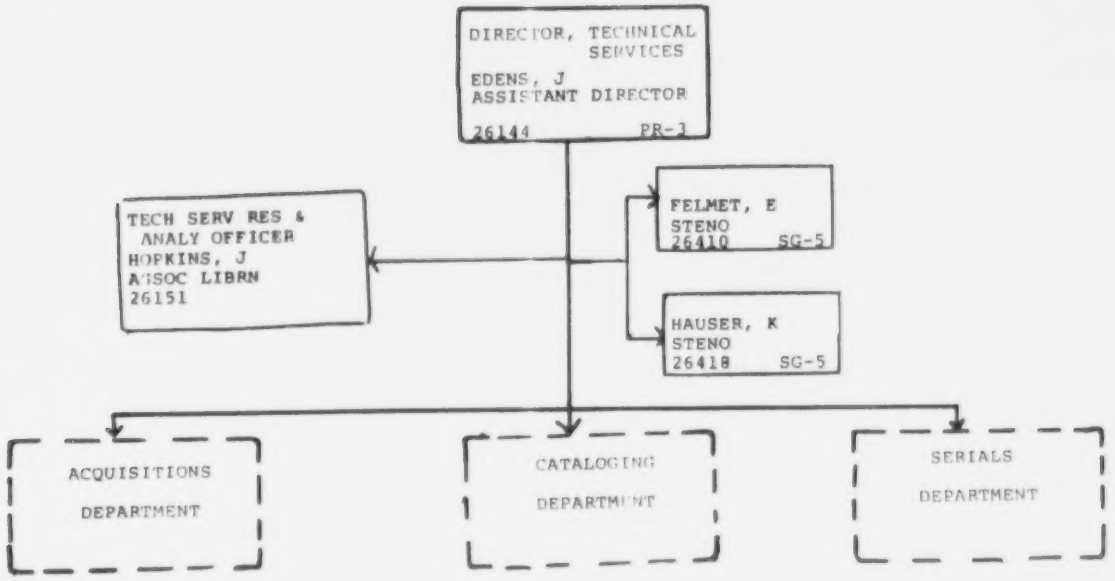
120

121

Faculty	13.35
Prof	4.00
Class	42.70
TOTAL:	60.05

CENTRAL TECHNICAL SERVICES

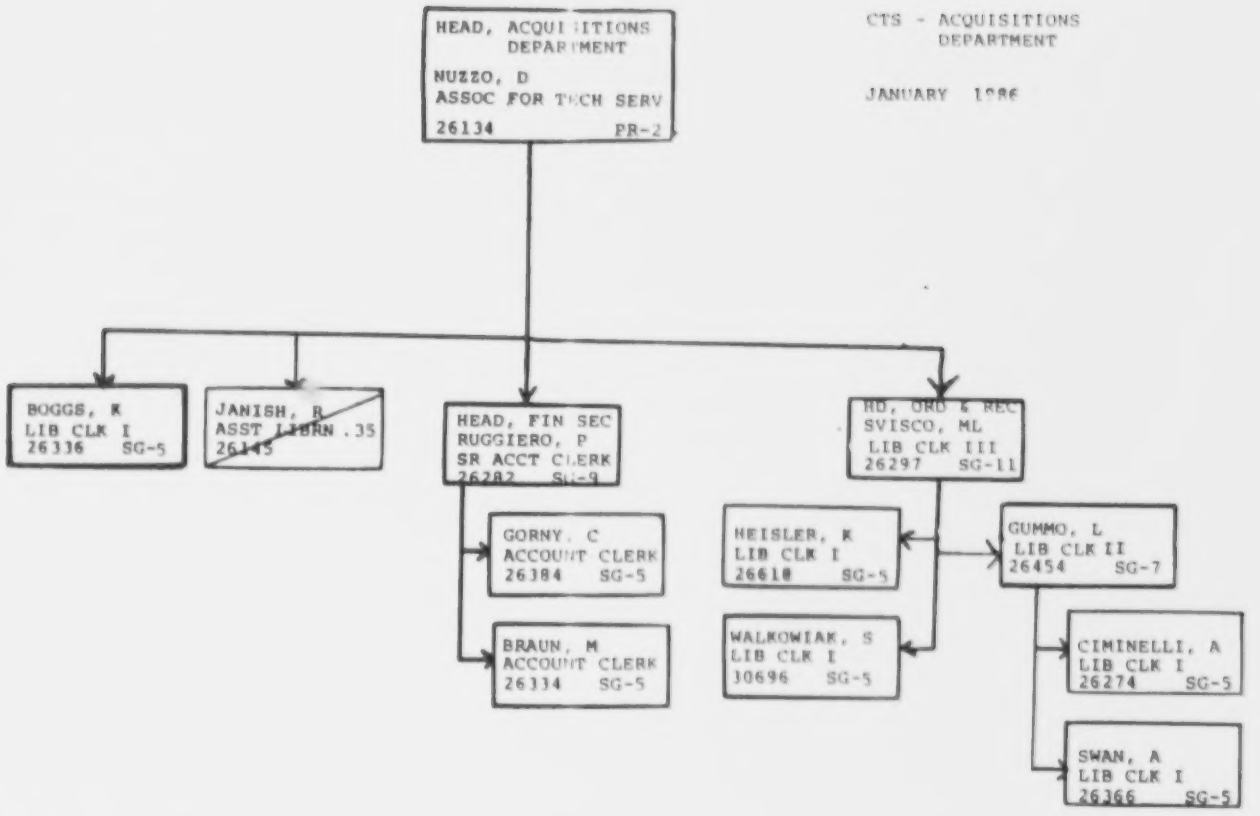
JANUARY 1986



70

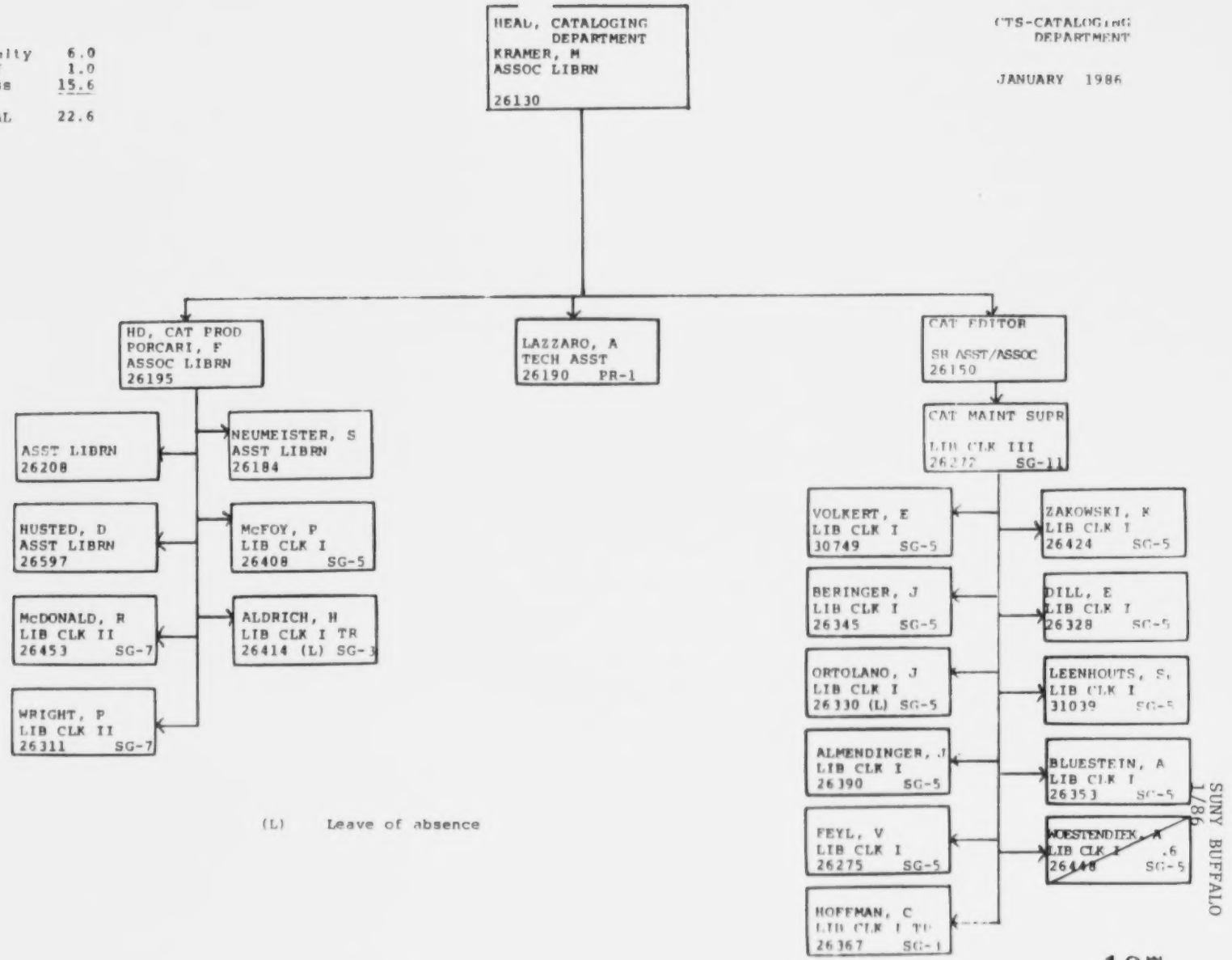
SUNY BUFFALO
1/86

Faculty	.35
Prof	1.00
Class	10.00
TOTAL:	11.35



Faculty 6.0
Prof 1.0
Class 15.6

TOTAL 22.6



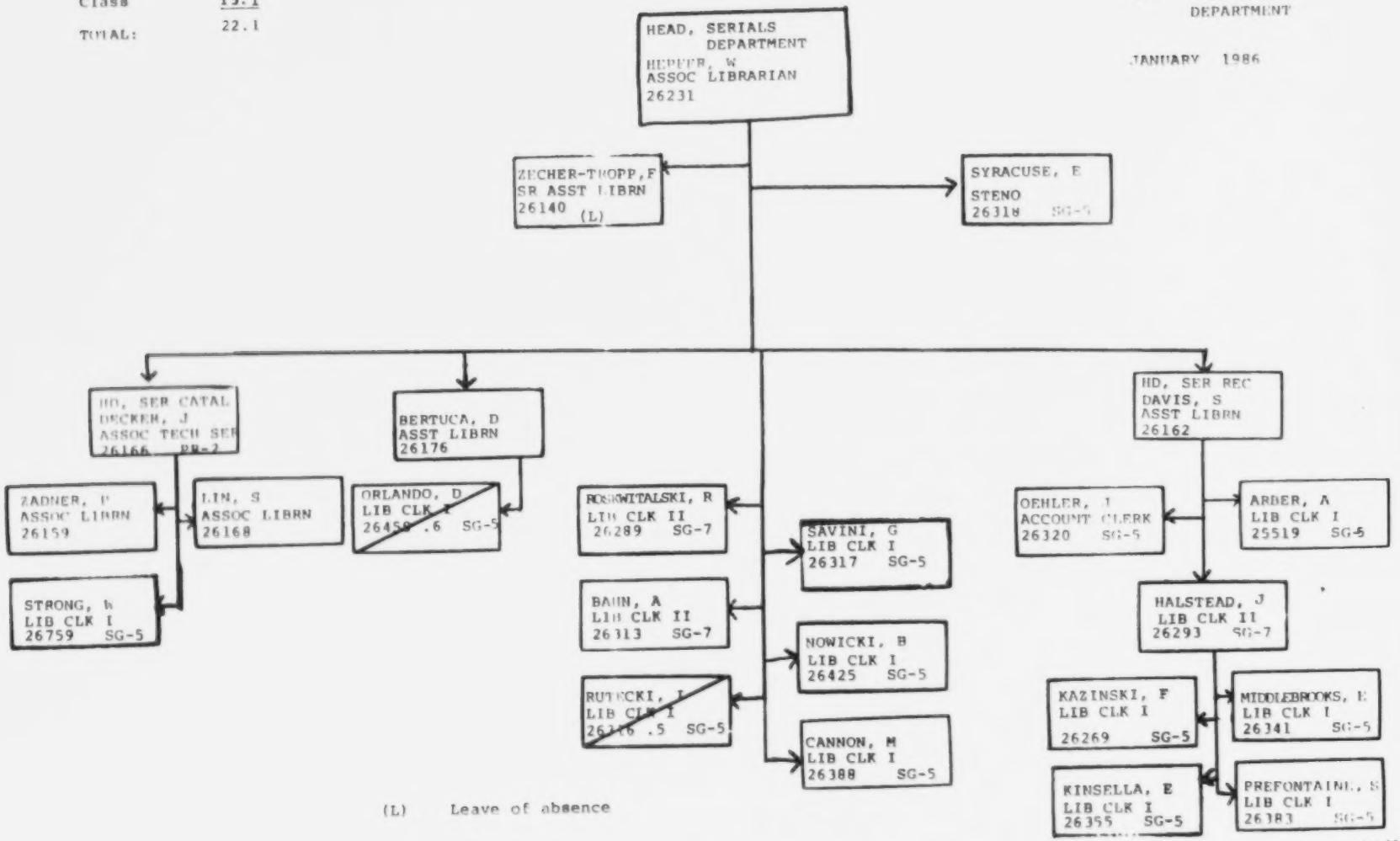
(L) Leave of absence

SUNY BUFFALO
1/86

Faculty	6.0
Prof	1.0
Class	15.1
TOTAL:	22.1

CTS - SERIALS DEPARTMENT

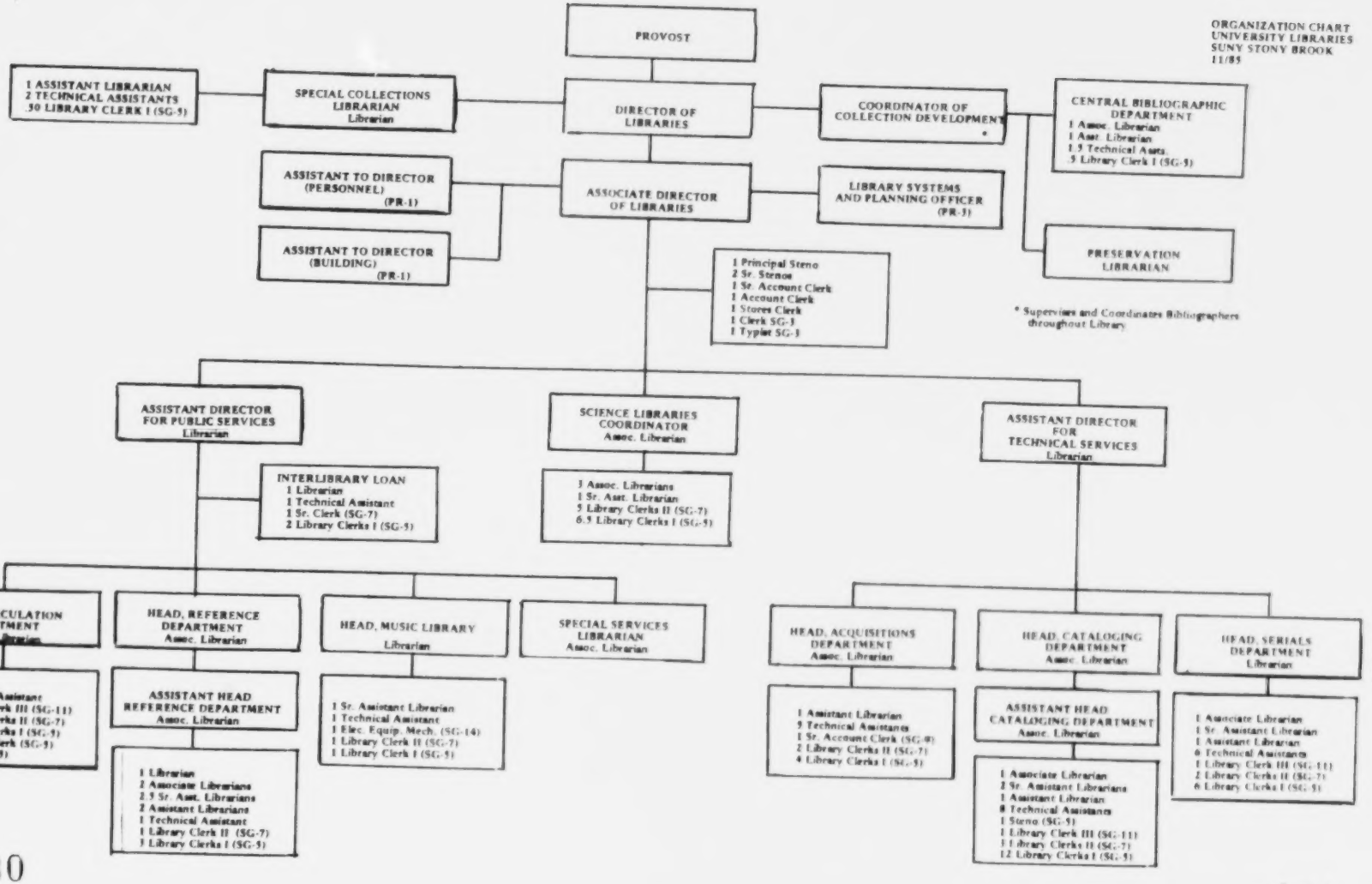
JANUARY 1986



(L) Leave of absence

73

SUNY BUFFALO 1/86



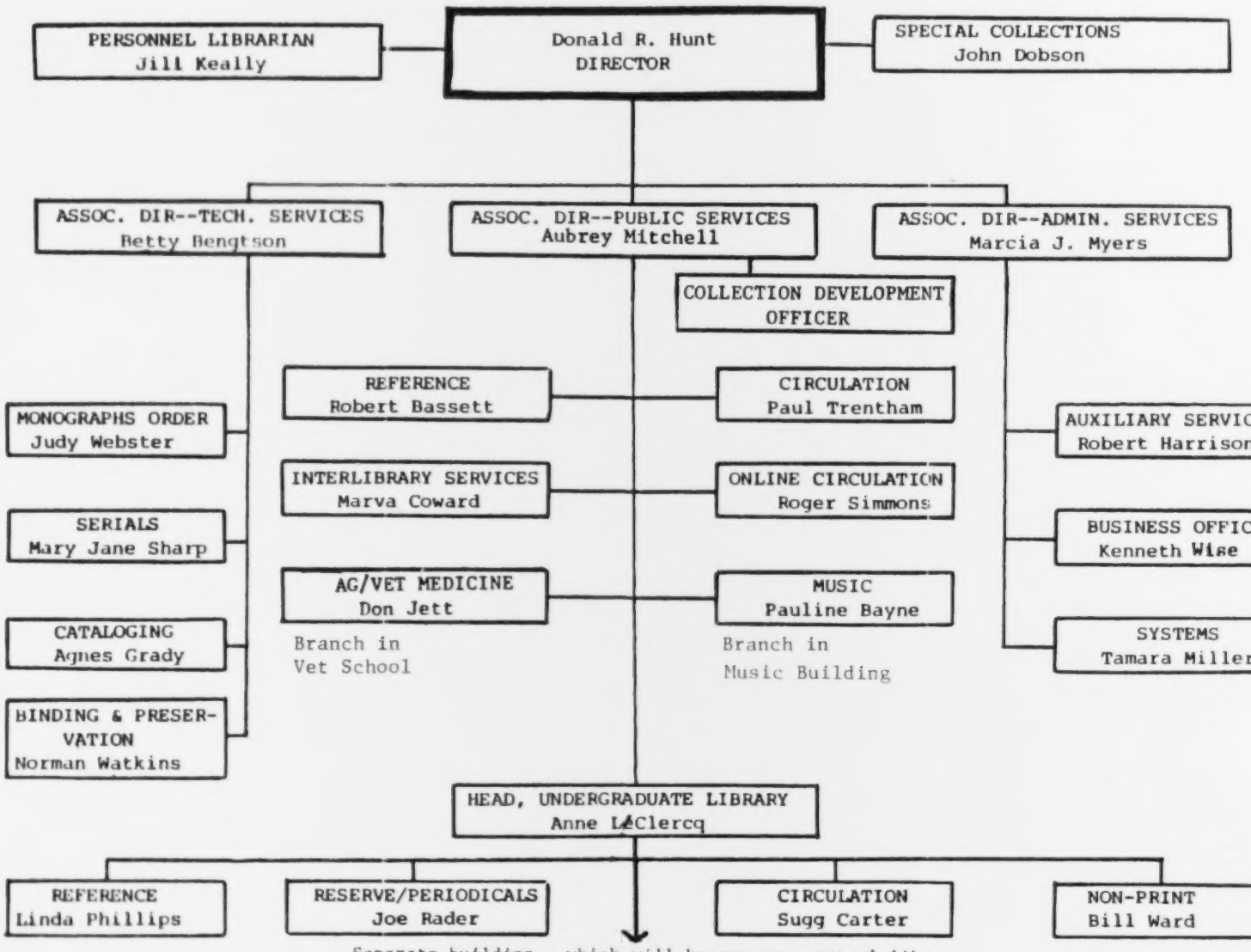
74

130

131

SUNY STONY BROOK
11/85

LIBRARY, THE UNIVERSITY OF TENNESSEE/KNOXVILLE — organization chart

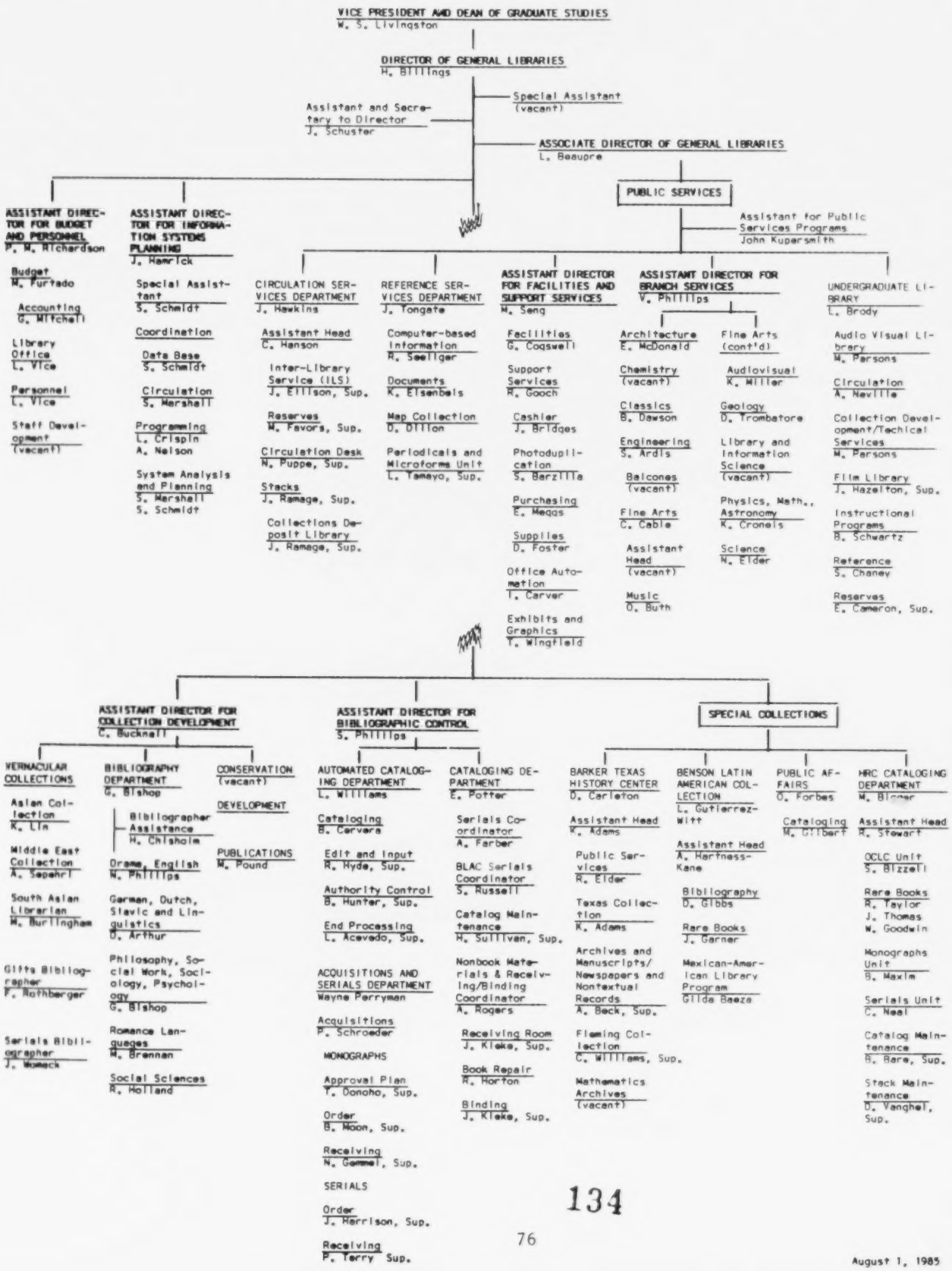


Separate building - which will become new central library in June 1987 & undergraduate collection will be no more. Organization of Public Services will change in June 1987 when we move into new building.

UNIVERSITY OF TENNESSEE
11/85
UNDER REVISION

THE UNIVERSITY OF TEXAS AT AUSTIN
THE GENERAL LIBRARIES

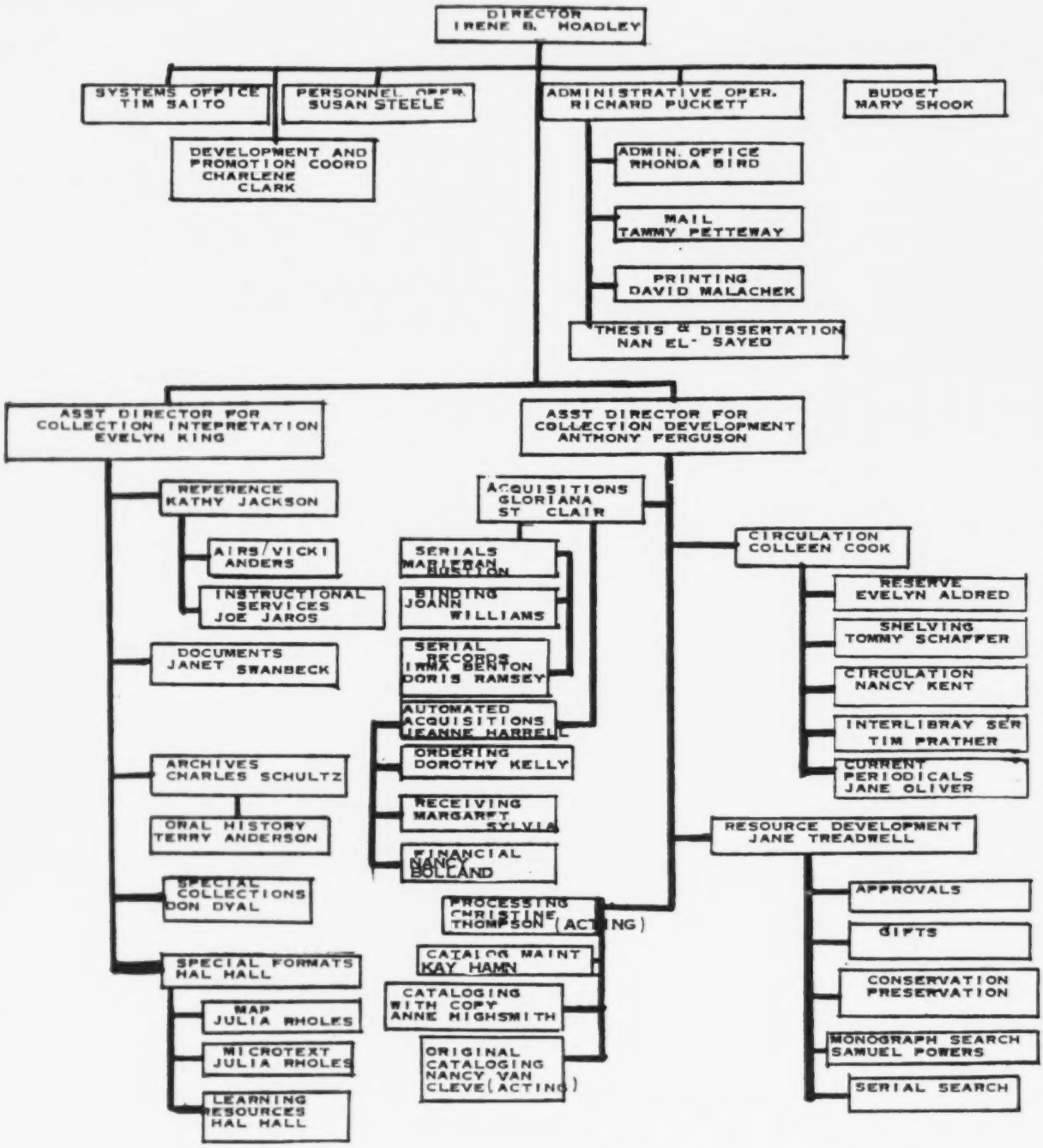
UNIVERSITY OF TEXAS
AUSTIN
8/85



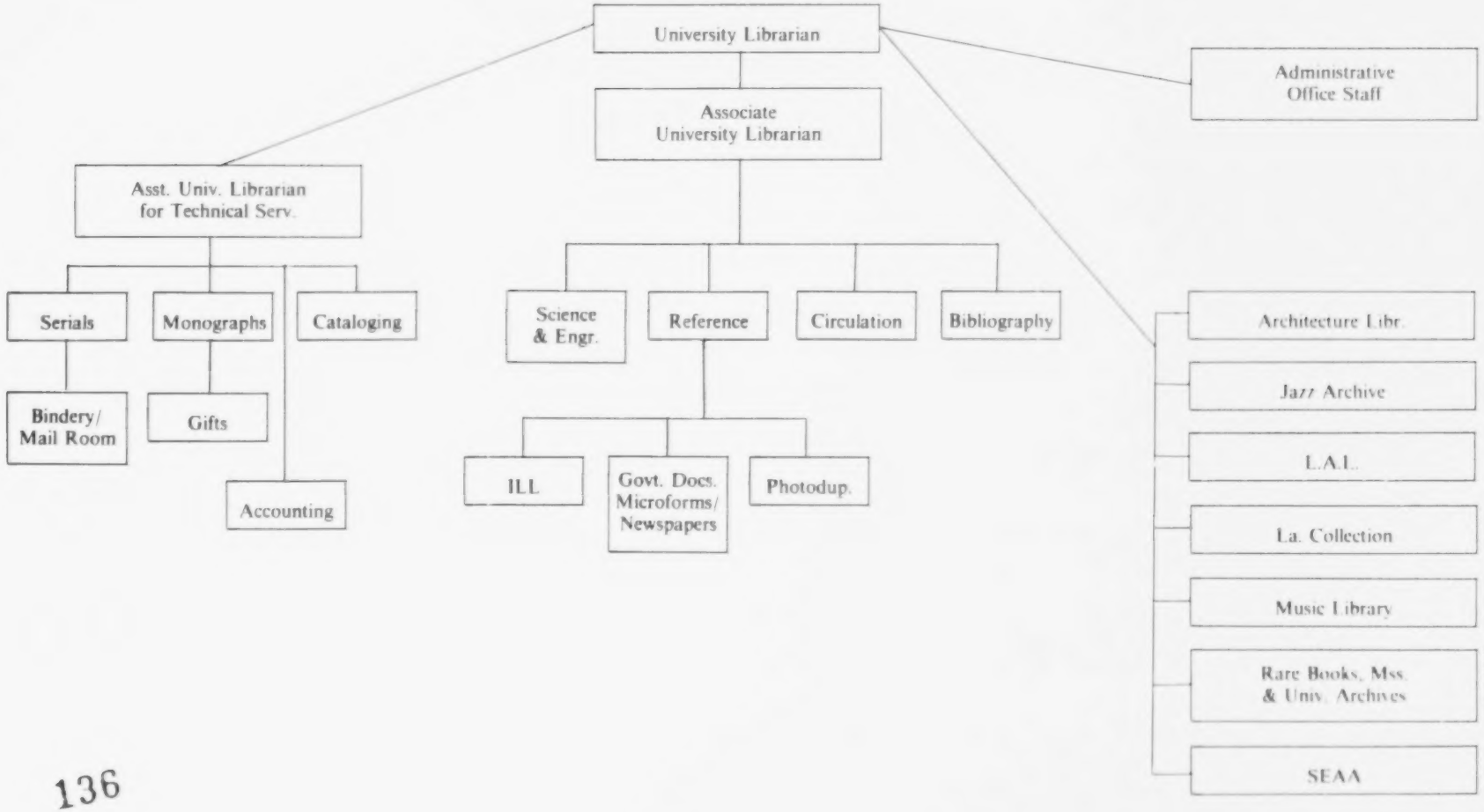
134

August 1, 1985

STERLING C EVANS LIBRARY



Howard-Tilton Memorial Library
Organization Chart

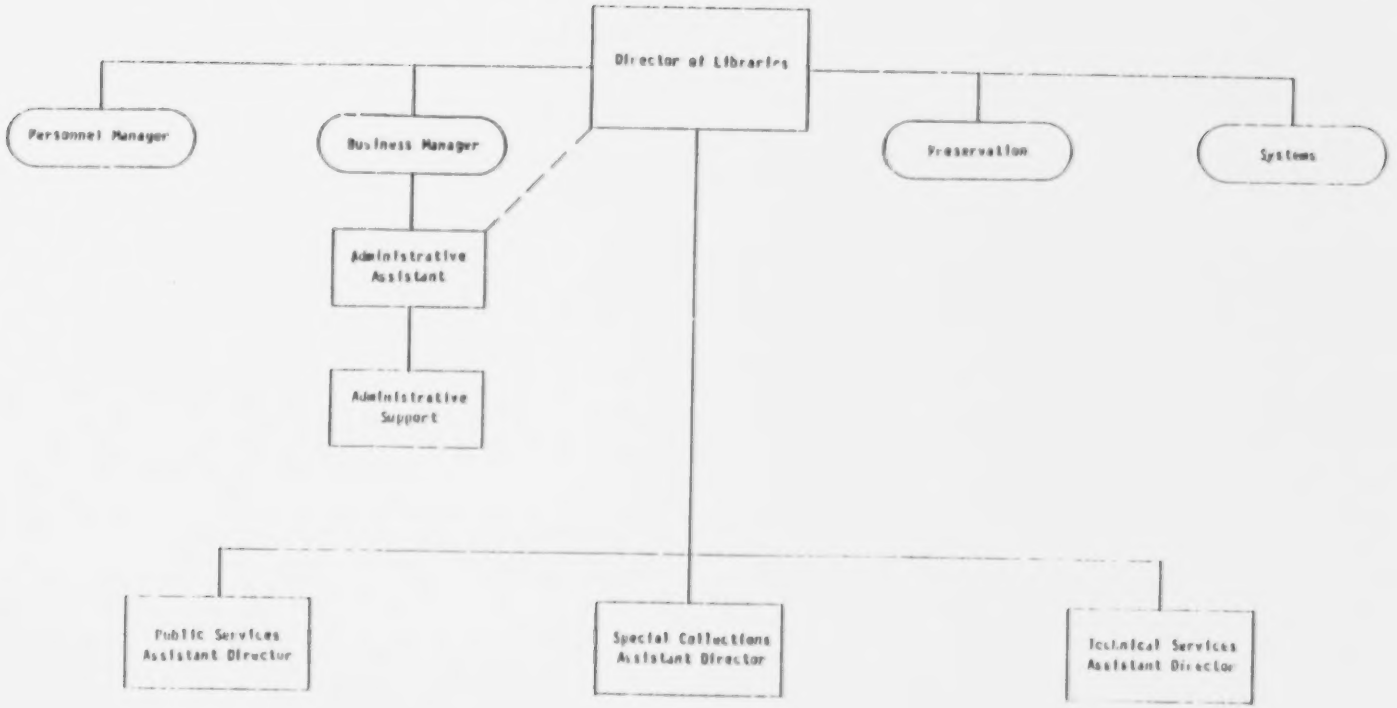


TULANE UNIVERSITY
10/85

October 1985

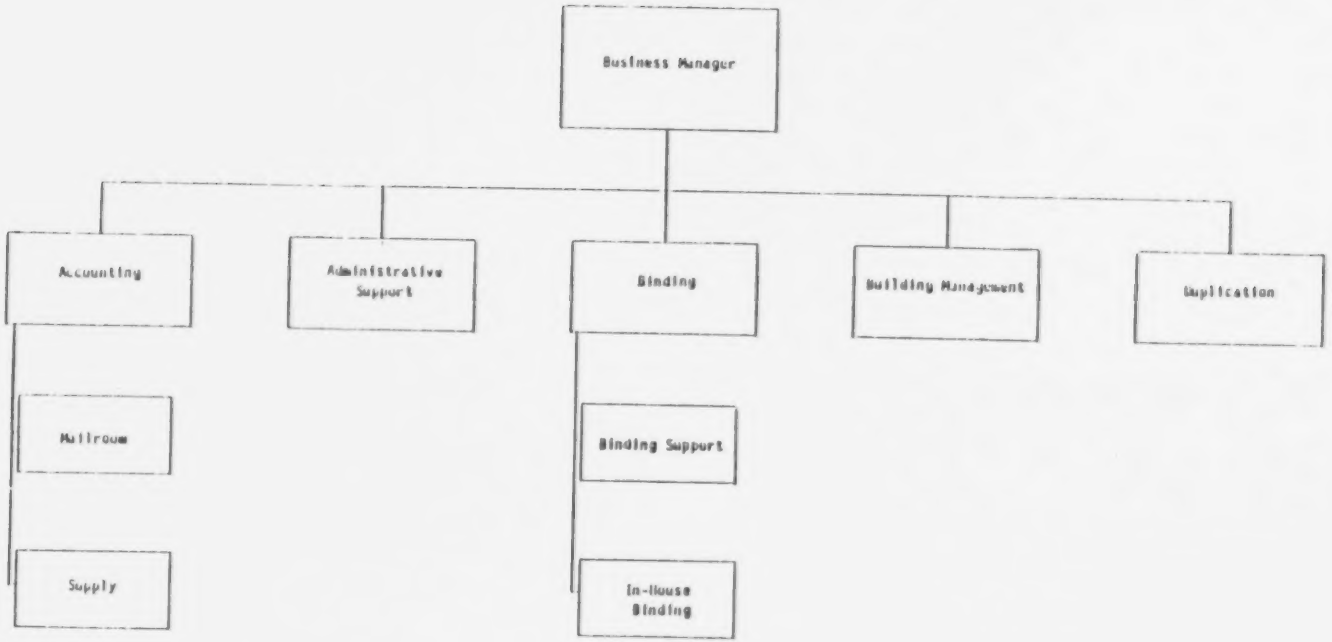
PERSONNEL
Appendix Ia

UNIVERSITY OF UTAH LIBRARIES
Organization Chart



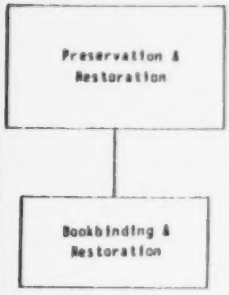
PERSONNEL
Appendix Ib

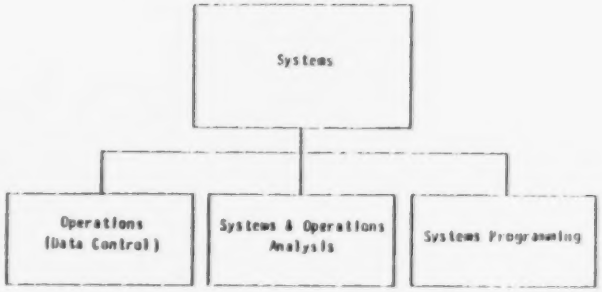
UNIVERSITY OF UTAH LIBRARIES
Organization Chart



PERSONNEL
Appendix Ic

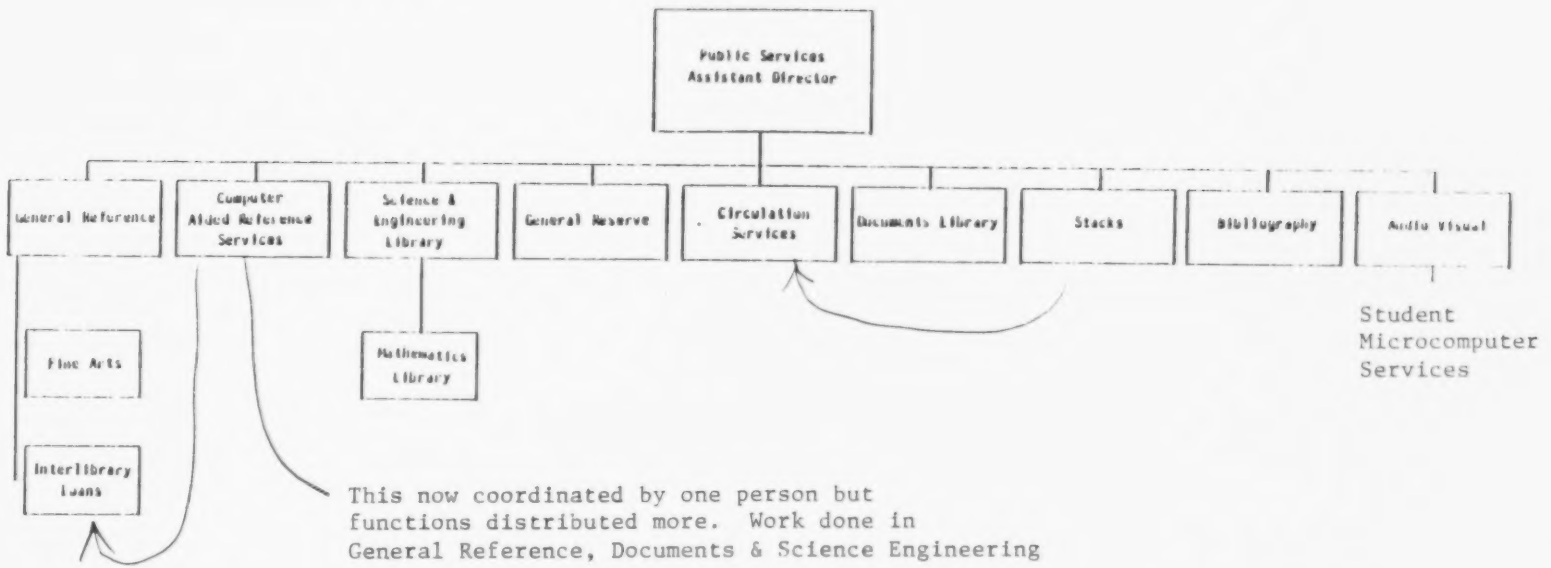
UNIVERSITY OF UTAH LIBRARIES
Organization Chart





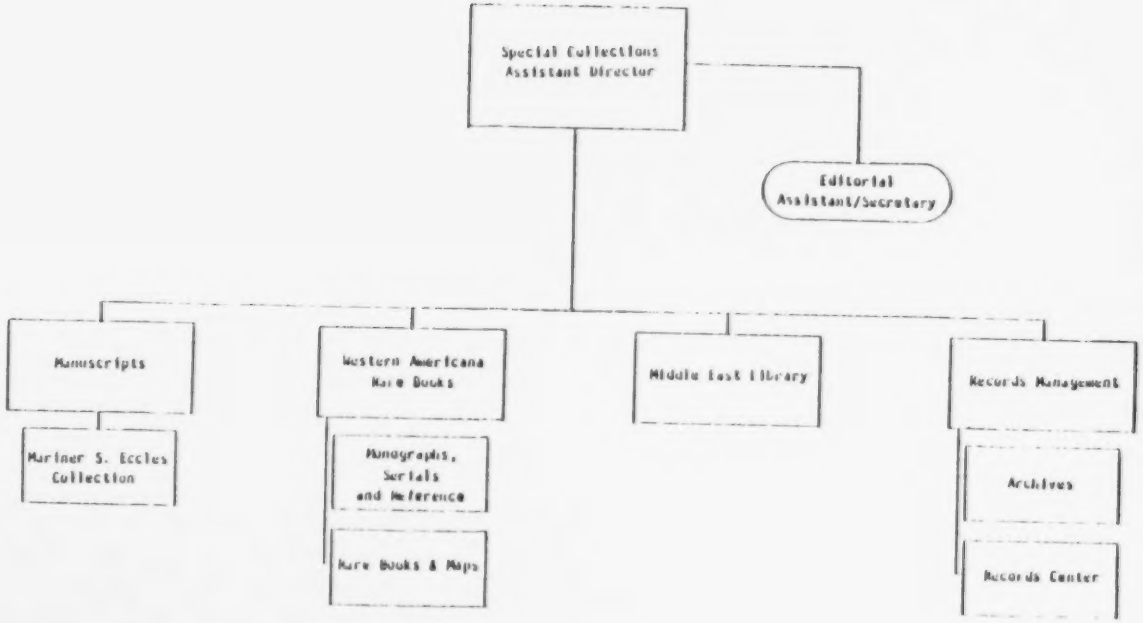
PERSONNEL
Appendix Id

UNIVERSITY OF UTAH LIBRARIES
Organization Chart



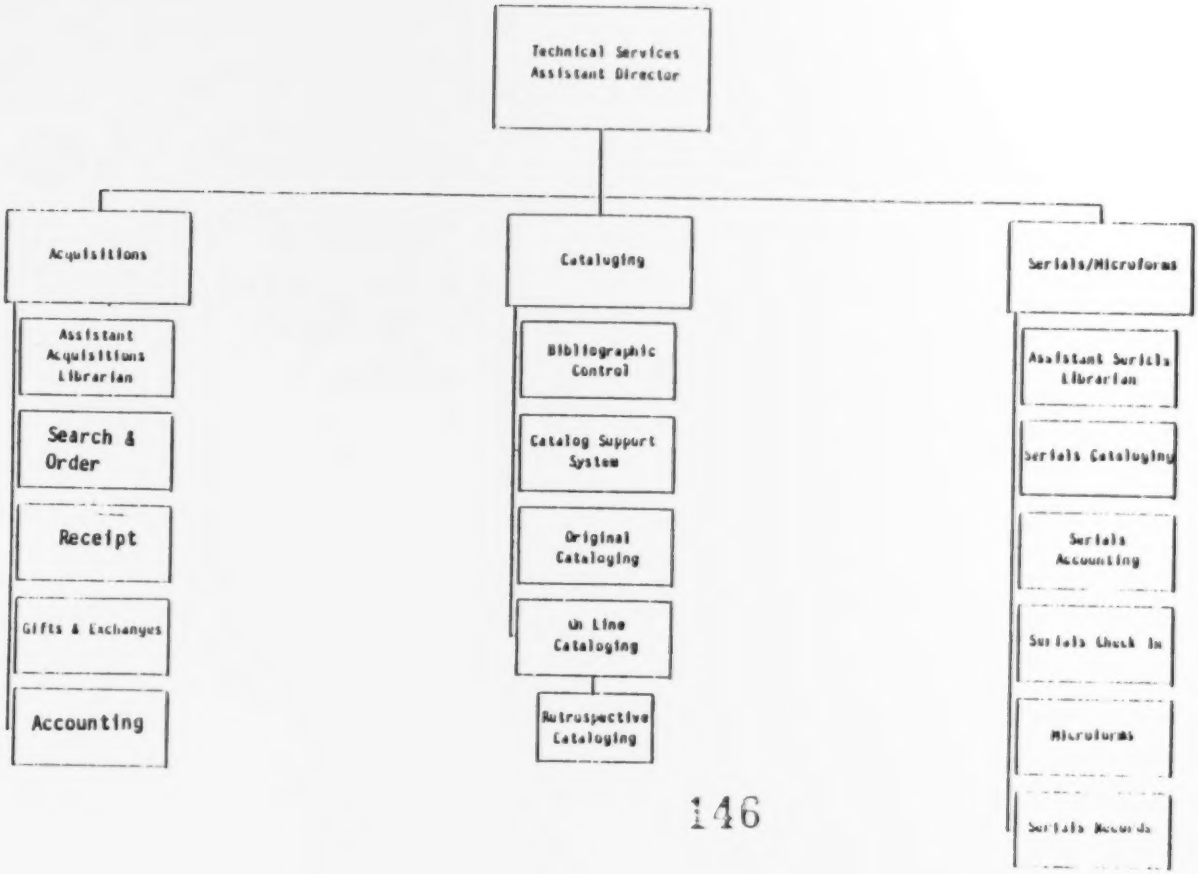
PERSONNEL
Appendix Ie

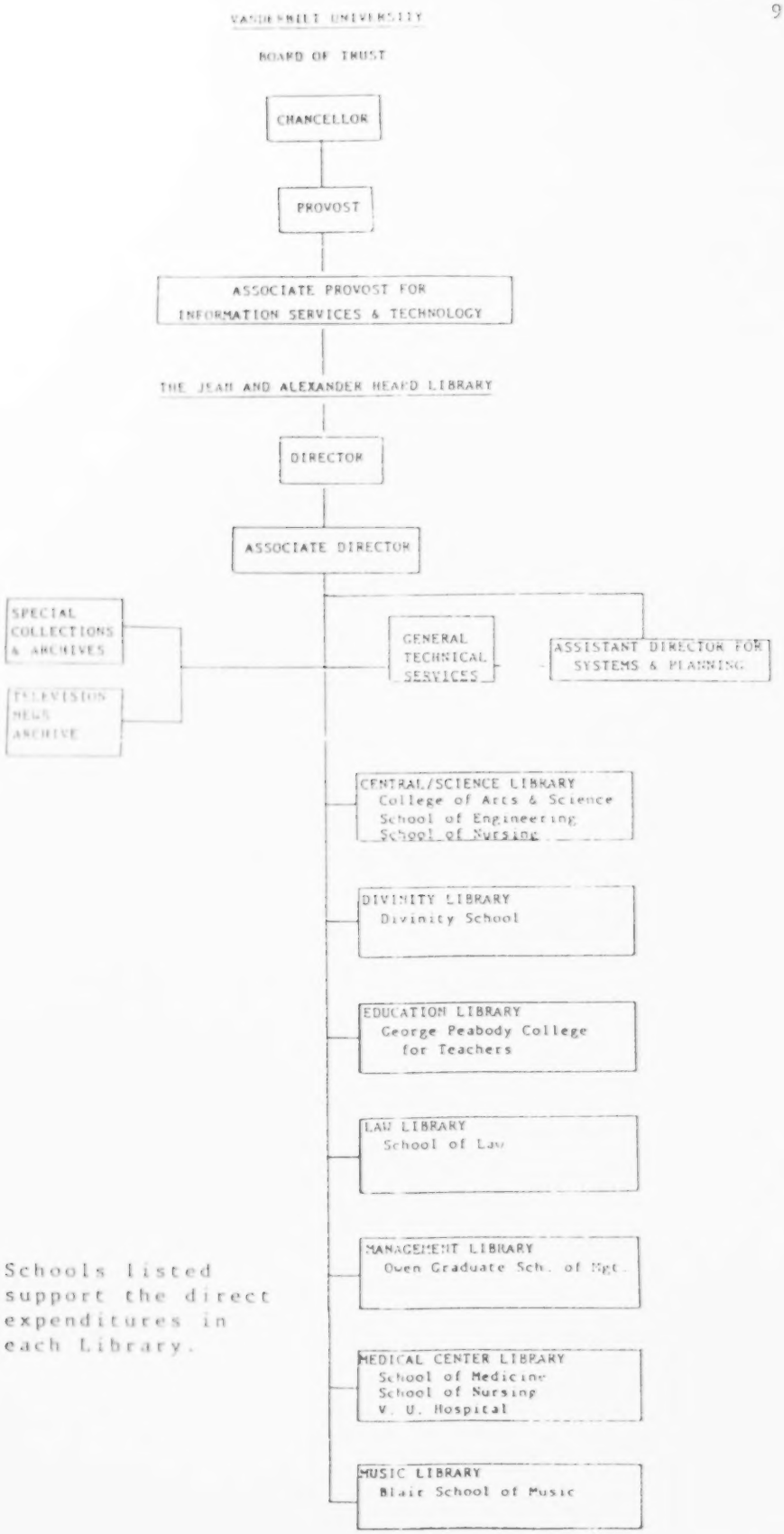
UNIVERSITY OF UTAH LIBRARIES
Organization Chart



PERSONNEL
Appendix If

UNIVERSITY OF UTAH LIBRARIES
Organization Chart





Schools listed support the direct expenditures in each Library.

ORGANIZATION

The character of library services at Vanderbilt reflects the organization of the Library, and the organization of the Library in turn reflects the organization of the University. At Vanderbilt, each school is responsible for its own revenues and costs, retaining considerable operational autonomy. This decentralization of authority means that budgets have a considerable bottom-up character; initiative is possible at many levels, and managers throughout the University have incentives to be mindful of the fundamental missions of the University.

The Jean and Alexander Heard Library system encompasses seven library divisions serving particular schools.

Library	School
Central/Science	Arts & Science, Engineering, Nursing
Education	Peabody
Divinity	Divinity
Law	Law
Medical	Medicine, Nursing, Hospital
Management	Owen
Music	Blair

To allow library collections and services to meet the missions of the schools, each library division has a director who has responsibility for budget initiatives as well as planning and organizing services in the individual library. The direct expenditures for public services and collections are supported by the schools served.

The Heard Library system includes three special units: General Technical Services, Special Collections/University Archives, and the Television News Archive.

General Technical Services provides acquisitions and cataloging services to all the libraries except Law and Medical which do their own. General Technical Services is funded by the libraries, and thus the schools, according to the quantity of material ordered and processed.

Special Collections/University Archives and Television News Archive are managed as independent, special units. Special Collections/University Archives is funded by the University executive administration. The Vanderbilt Television News Archive has been supported primarily by gifts and grants.

To allow the Heard Library to meet its broader mission to the University, certain library functions are coordinated in common for the University. The budget process for all the libraries involves the Director of the Heard Library who presents the whole to the Provost. The personnel process is managed by the system administration to allow formulation of common policies for recruitment, development and promotion. The system is implementing an integrated automated catalog and circulation system (Appendix D) that will span all the libraries and provide a union catalog for the first time. The system also has a growing development effort and assumes some responsibility for the expansion and major renovation of library space. There is a common service policy and the Director's office issues cards for Library privileges. The Director may propose other common activities as appropriate.

The budget for system-wide administration and for the automation program is borne by the schools via a tax.

At Vanderbilt, each square foot of space bears an annual charge ($3.70 in 1985/86) for utilities and maintenance. Space cost in the General Library Building and in the Science Library are charged on the Library budget. The space in the other libraries is included directly in the school budgets.

The Central/Science Libraries form the core library of the University. All the schools provide a basic level of funding to these libraries via a per student tax. This tax recognizes Central/Science's role as the library division of last resort.

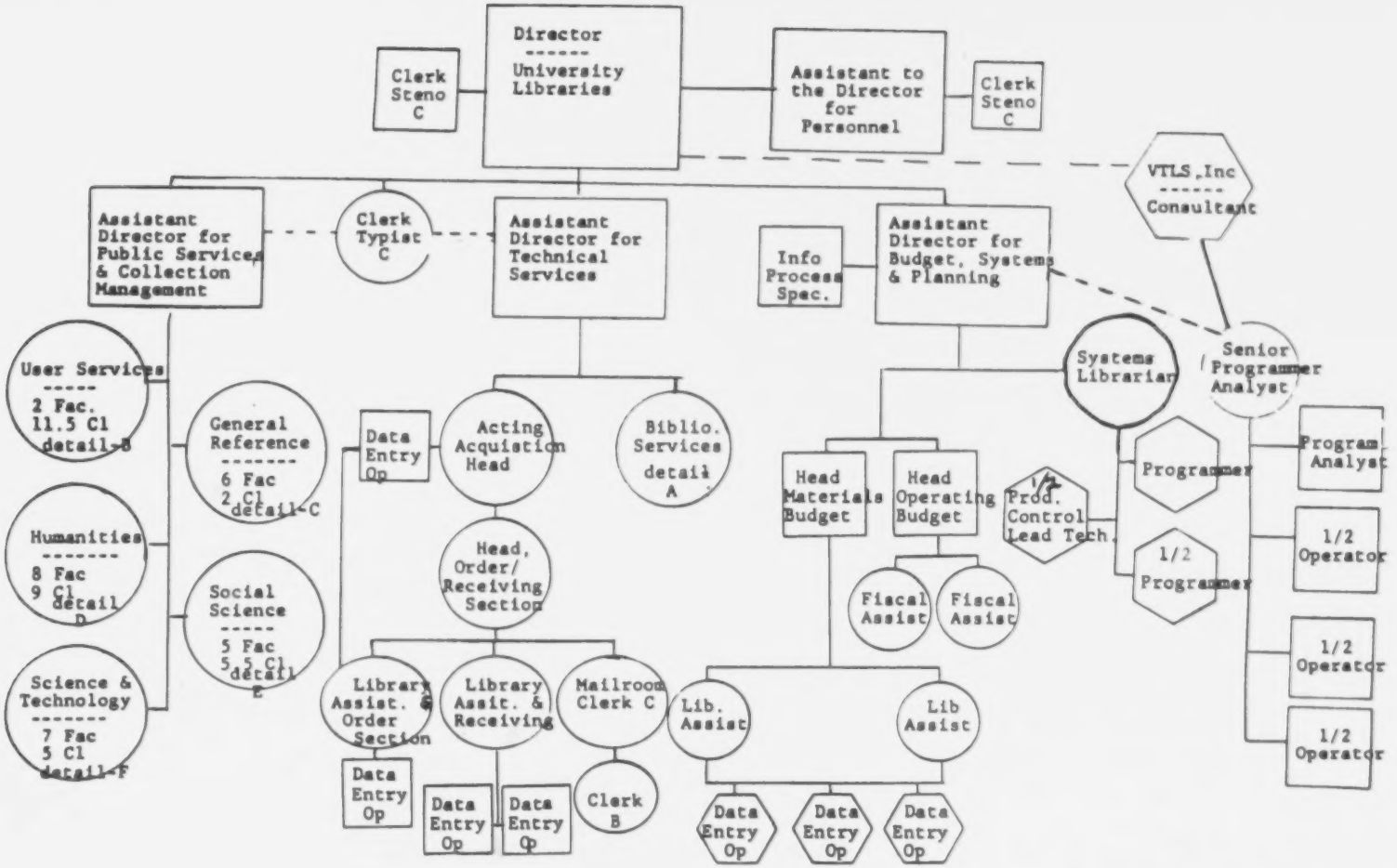
For several years, the Director of the Heard Library has been able to draw on special funds made available via the University's reassessment program. These special funds have allowed increases in staff salaries, expansion of the collection, the development of a major automation program, and installation of anti-theft exit control systems, and have expedited several projects to make more effective use of library space. In addition, the Library has sought and received some special project capital funds.

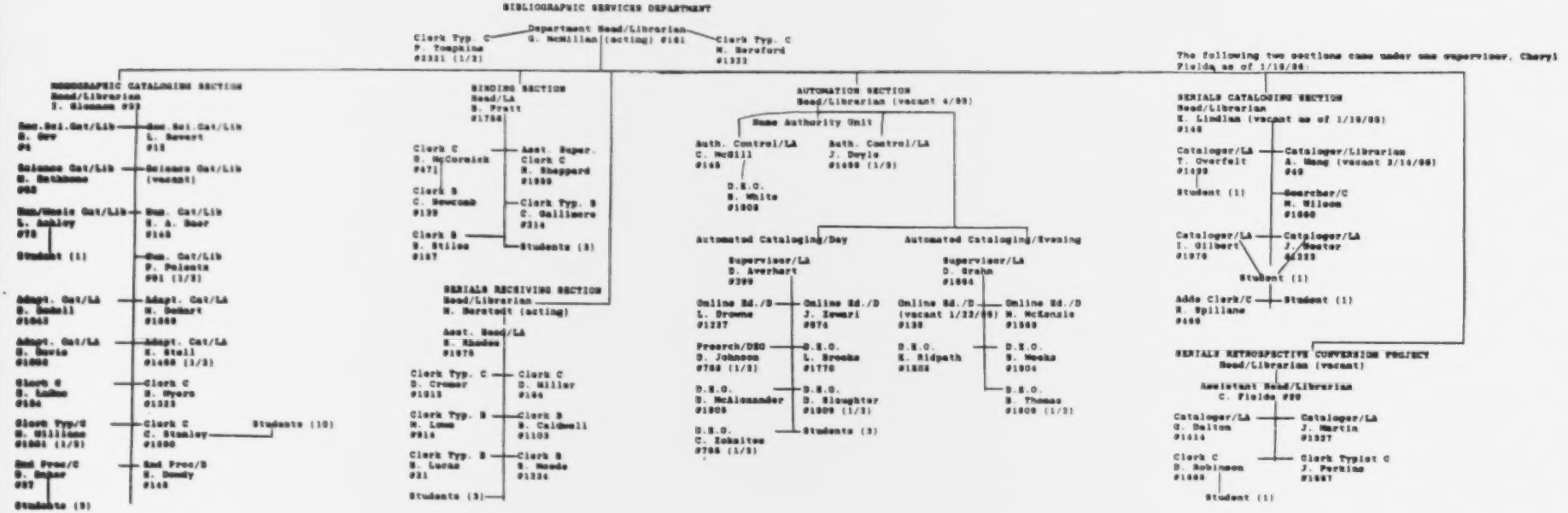
The Heard Library has a modest endowment of $3 million. Endowment income is applied against the space maintenance cost of the General Library Building.

The Heard Library's mainframe computer is located in the Computer Center and is managed by the Computer Center on a contract basis with the Library. In addition, the Library's data tape collection is housed and maintained in the Computer Center while documentation and reference service for the collection is provided by the Library.

The University Library Committee is appointed by the Chancellor with the advice of the Senate Executive Committee. The Committee includes one faculty member from each school of the University. It advises the Director of the Library about matters of policy and, on occasion, makes recommendations to the Chancellor. Most of the divisional libraries have committees of faculty and students from the schools served by the division to advise on Library developments in that division.

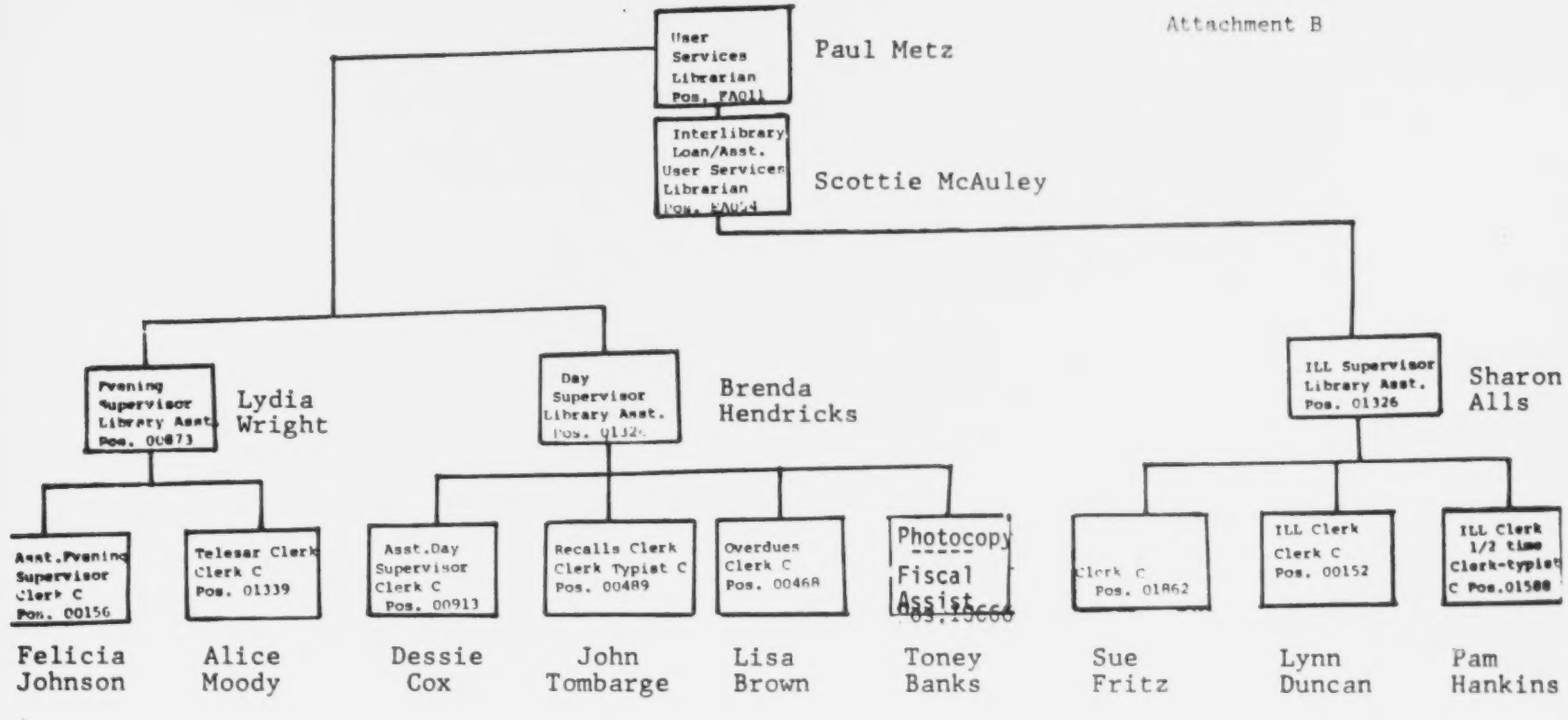
As a consequence of the organization of library services, the individual library divisions reflect the interests of the schools and reflect the individual school's willingness and ability to pay for library services. At the same time there is sufficient interdependence to allow the whole to be greater than the sum of the parts. With a successful automation program, that interdependence will grow. The strength of the organization, however, is with middle management, the division directors and unit administrators. Managerial initiative is encouraged at all levels; managers have significant responsibilities and authority to match. The success of the organization depends on the vision and energy of the management team at the system and division level.


Director
University Libraries
Clerk Steno C
Assistant to the Director for Personnel
Clerk Steno C
VTLS, Inc
Consultant
Assistant Director for Public Services & Collection Management
Clerk Typist C
Assistant Director for Technical Services
Info Process Spec.
Assistant Director for Budget, Systems & Planning
User Services
2 Fac.
11.5 Cl
detail-B
General Reference
6 Fac
2 Cl
detail-C
Humanities
8 Fac
9 Cl
detail D
Social Science
5 Fac
5.5 Cl
detail E
Science & Technology
7 Fac
5 Cl
detail-F
Data Entry Op
Acting Acquistion Head
Biblio. Services
detail A
Head, Order/ Receiving Section
Library Assist. & Order Section
Library Assit. & Receiving
Mailroom Clerk C
Data Entry Op
Data Entry Op
Data Entry Op
Clerk B
Head Materials Budget
Head Operating Budget
Prod. Control Lead Tech.
Fiscal Assist
Fiscal Assist
Lib. Assist
Lib Assist
Data Entry Op
Data Entry Op
Data Entry Op
Systems Librarian
Senior Programmer Analyst
Programmer
1/2 Programmer
Program Analyst
1/2 Operator
1/2 Operator
1/2 Operator


BIBLIOGRAPHIC SERVICES DEPARTMENT
Department Head/Librarian
G. McMillan (acting) #181
Clerk Typ. C
P. Tompkins
#2321 (1/2)
Clerk Typ. C
M. Beresford
#1322
The following two sections came under one supervisor, Cheryl Fields as of 1/10/86:
MONOGRAPHIC CATALOGING SECTION
Head/Librarian
I. Gleason #93
Soc.Sci.Cat/Lib
B. Orr
#4
Soc.Sci.Cat/Lib
L. Bevert
#13
Science Cat/Lib
M. Smithmoe
#68
Science Cat/Lib
(vacant)
Hum/Music Cat/Lib
L. Ashley
#78
Hum. Cat/Lib
E. A. Baer
#148
Student (1)
Hum. Cat/Lib
P. Poleatn
#91 (1/2)
Adapt. Cat/LA
B. Bushell
#1043
Adapt. Cat/LA
M. Dehart
#1049
Adapt. Cat/LA
B. Davis
#1050
Adapt. Cat/LA
K. Stall
#1468 (1/2)
Clerk C
B. LaRue
#184
Clerk C
B. Myers
#1323
Clerk Typ/C
M. Williams
#1801 (1/2)
Clerk C
C. Stanley
#1800
Students (10)
End Proc/C
B. Baker
#87
End Proc/B
E. Dandy
#148
Students (5)
BINDING SECTION
Head/LA
B. Pratt
#1758
Clerk C
B. McCormick
#471
Asst. Super.
Clerk C
M. Sheppard
#1880
Clerk B
C. Newcomb
#139
Clerk Typ. B
C. Gallimore
#314
Clerk B
B. Stiles
#187
Students (3)
SERIALS RECEIVING SECTION
Head/Librarian
M. Herstedt (acting)
Asst. Head/LA
E. Rhodes
#1875
Clerk Typ. C
D. Cromer
#1815
Clerk C
D. Miller
#184
Clerk Typ. B
M. Lowe
#814
Clerk B
B. Caldwell
#1103
Clerk Typ. B
B. Lucas
#31
Clerk B
E. Meade
#1334
Students (3)
AUTOMATION SECTION
Head/Librarian (vacant 4/85)
Name Authority Unit
Auth. Control/LA
C. McGill
#148
Auth. Control/LA
J. Doyle
#1488 (1/2)
D.E.O.
E. White
#1808
Automated Cataloging/Day
Supervisor/LA
D. Averhart
#389
Automated Cataloging/Evening
Supervisor/LA
D. Graha
#1864
Online Ed./D
L. Browne
#1227
Online Ed./D
J. Zewari
#874
Online Ed./D
(vacant 1/23/86)
#138
Online Ed./D
M. McKenzie
#1868
Preorch/DEO
D. Johnson
#788 (1/2)
D.E.O.
L. Brooks
#1770
D.E.O.
K. Midpath
#1884
D.E.O.
E. Weeks
#1804
D.E.O.
B. McAlexander
#1808
D.E.O.
E. Slaughter
#1809 (1/2)
D.E.O.
B. Thomas
#1809 (1/2)
D.E.O.
C. Zokaites
#788 (1/2)
Students (3)
SERIALS CATALOGING SECTION
Head/Librarian
K. Lindlan (vacant as of 1/10/86)
#148
Cataloger/LA
T. Overfelt
#1439
Cataloger/Librarian
A. Wang (vacant 3/14/86)
#49
Student (1)
Searcher/C
M. Wilson
#1868
Cataloger/LA
I. Gilbert
#1870
Cataloger/LA
J. Baxter
#1333
Student (1)
Adds Clerk/C
R. Spillane
#488
Student (1)
SERIALS RETROSPECTIVE CONVERSION PROJECT
Head/Librarian (vacant)
Assistant Head/Librarian
C. Fields #88
Cataloger/LA
G. Dalton
#1414
Cataloger/LA
J. Martin
#1327
Clerk C
D. Robinson
#1868
Clerk Typist C
J. Perkins
#1887
Student (1)

USER SERVICES DEPARTMENT

Attachment B



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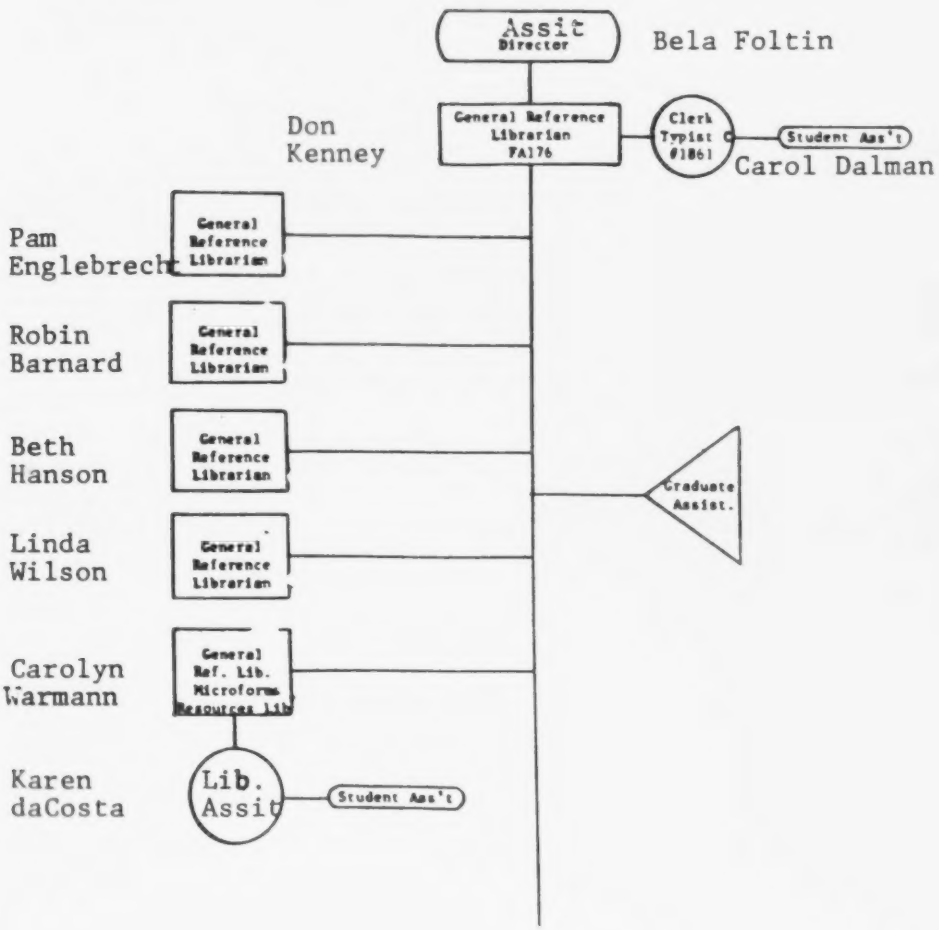
VIRGINIA POLYTECHNIC AND STATE UNIVERSITY

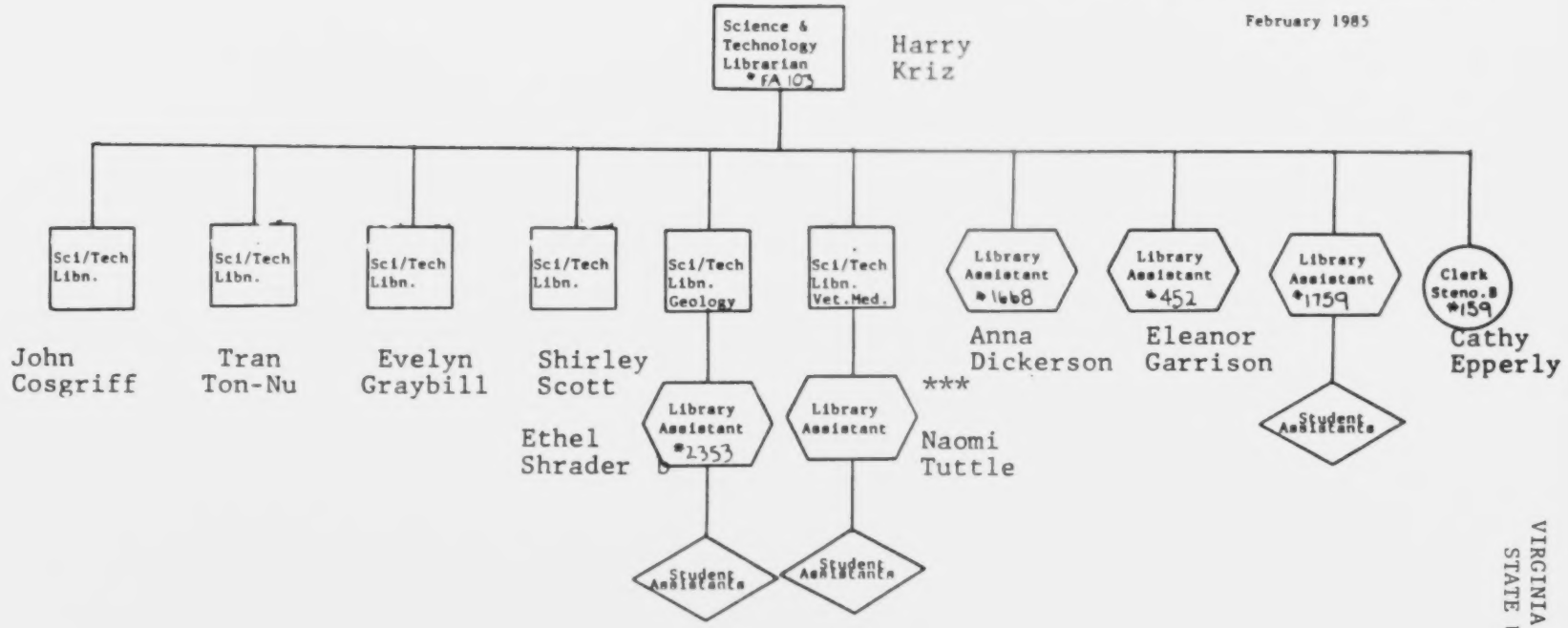
General Refcrence Department



Attachment F

SCIENCE & TECHNOLOGY DEPARTMENT

February 1985



*** - this position is funded by the Vet Med College not by Library

93

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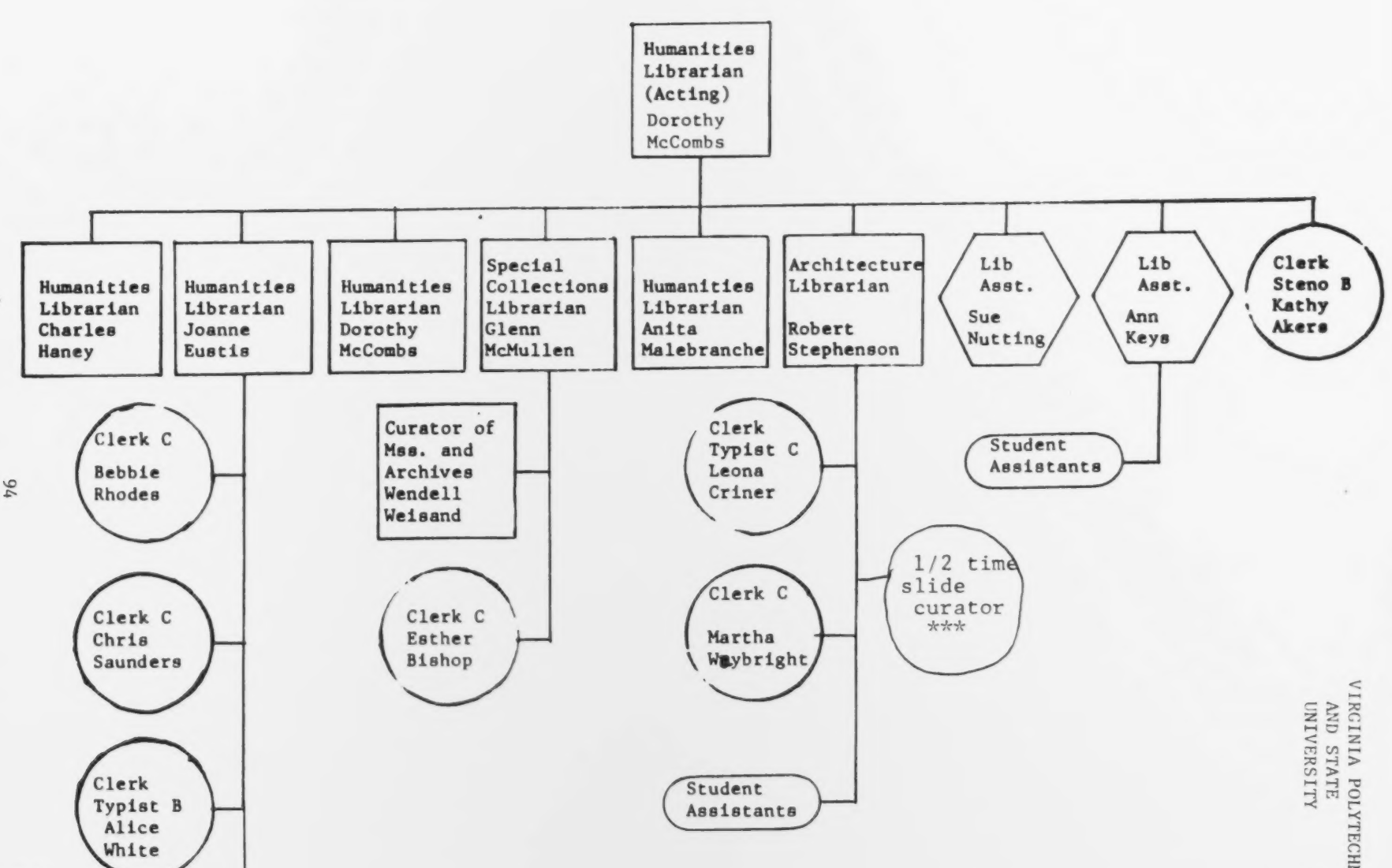
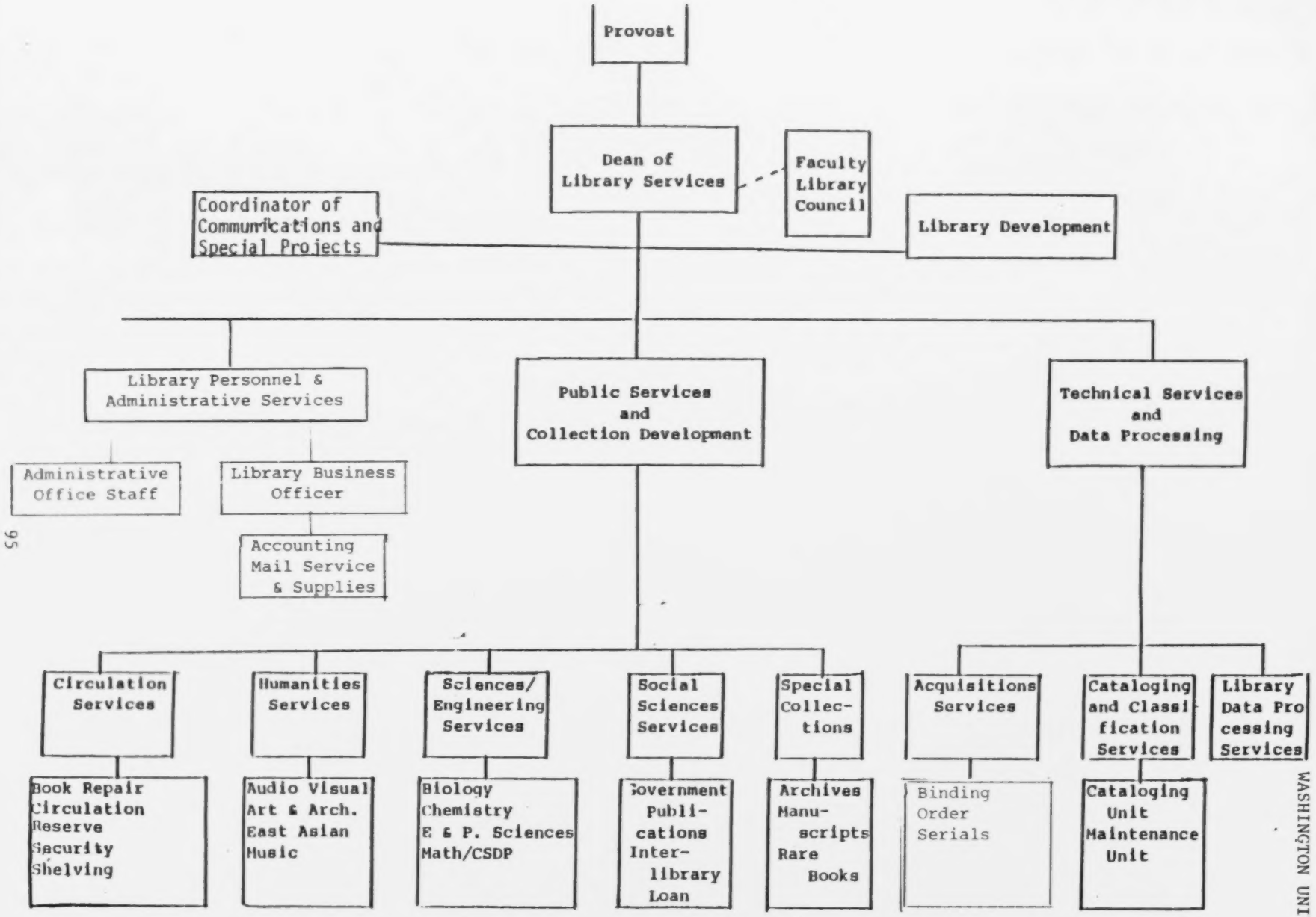
VIRGINIA POLYTECHNIC AND STATE UNIVERSITY


Humanities Librarian (Acting) Dorothy McCombs
Humanities Librarian Charles Haney
Humanities Librarian Joanne Eustis
Humanities Librarian Dorothy McCombs
Special Collections Librarian Glenn McMullen
Humanities Librarian Anita Malebranche
Architecture Librarian Robert Stephenson
Lib Asst. Sue Nutting
Lib Asst. Ann Keys
Clerk Steno B Kathy Akers
Clerk C Bebbie Rhodes
Clerk C Chris Saunders
Clerk Typist B Alice White
Student Assistants
Curator of Mss. and Archives Wendell Weisand
Clerk C Esther Bishop
Clerk Typist C Leona Criner
Clerk C Martha Waybright
Student Assistants
1/2 time slide curator ***
Student Assistants

*** - this position is funded by College of Architecture

VIRGINIA POLYTECHNIC AND STATE UNIVERSITY



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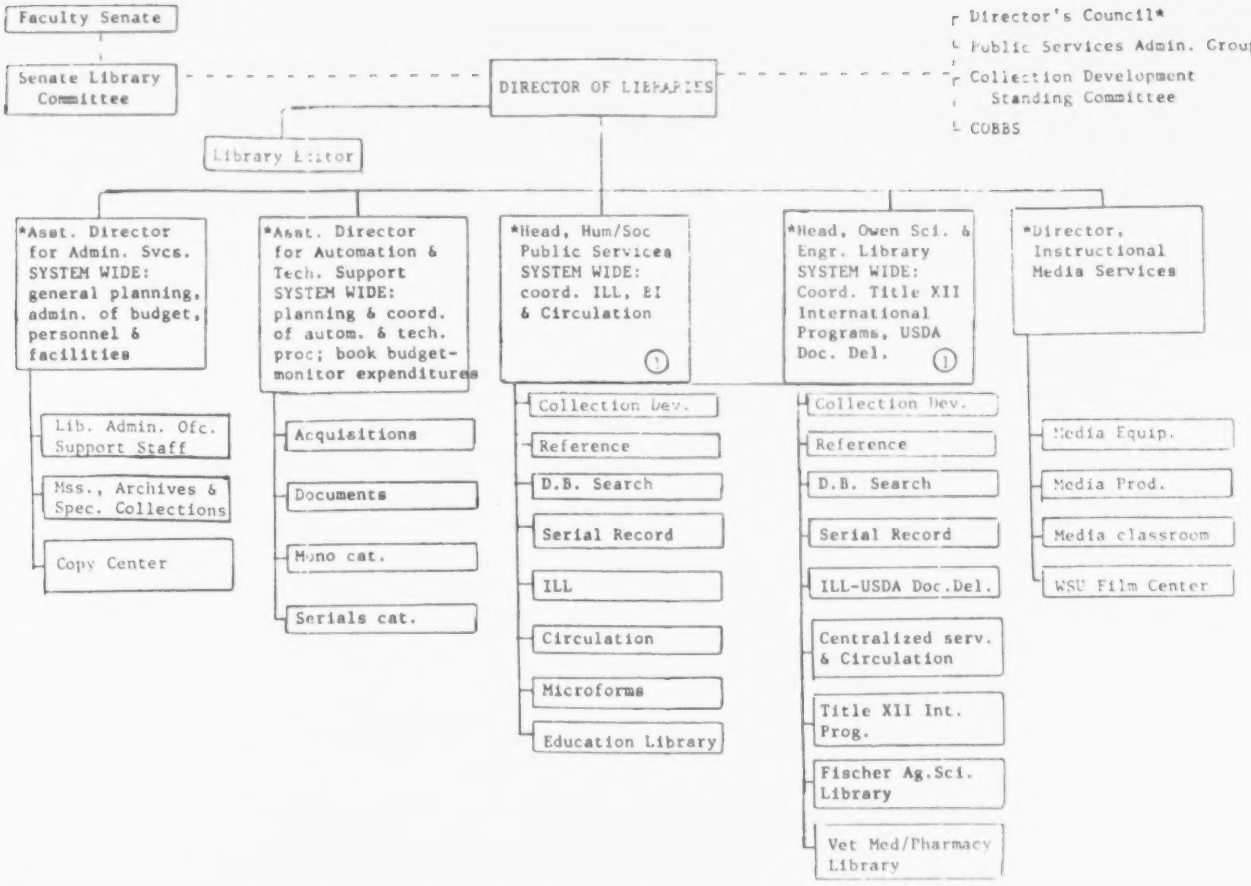
WASHINGTON UNIVERSITY

WSU LIBRARIES ORGANIZATION CHART



(1) The Architecture Department Library, the Mathematics Departmental Library and the Music Listening Laboratory contain books and journals owned and processed by the library, but the personnel are paid by and report to the respective teaching departments. Liaison with WSU Libraries is as follows:

Humanities/Social Science Public Services: Architecture Departmental Library; Kimble Stout Music Listening Laboratory

Owen Science & Engineering Library: Mathematics Departmental Library

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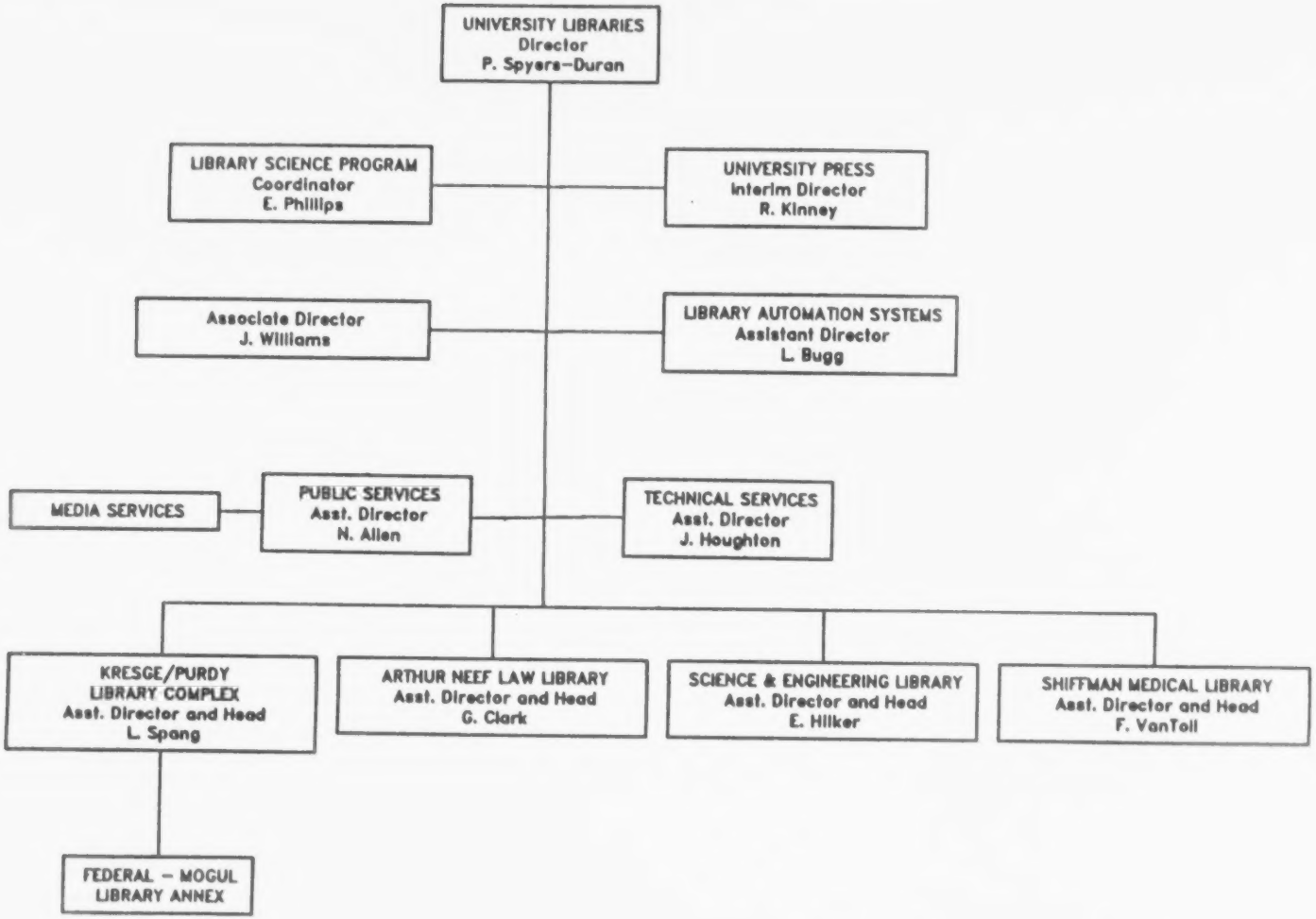

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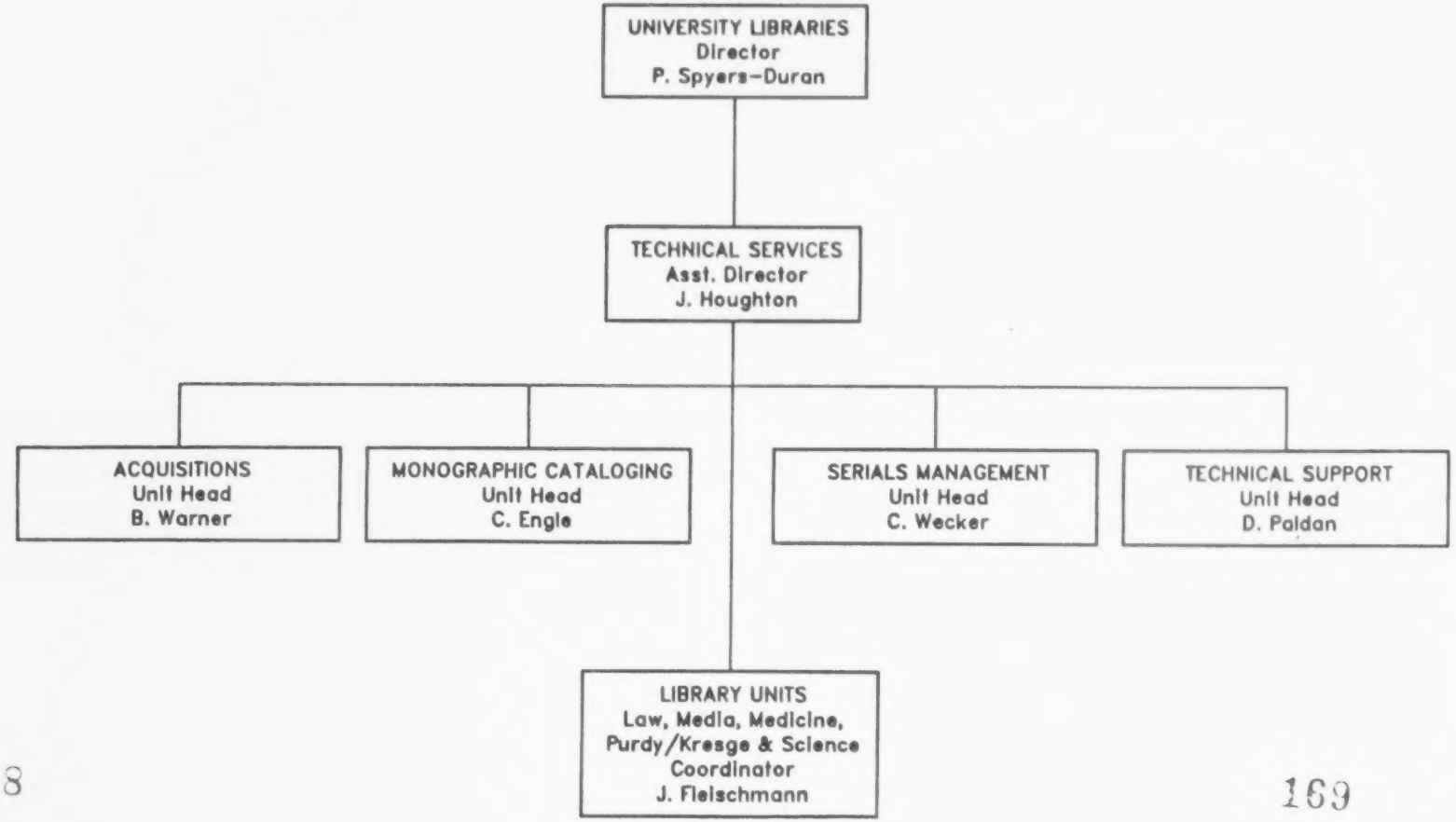

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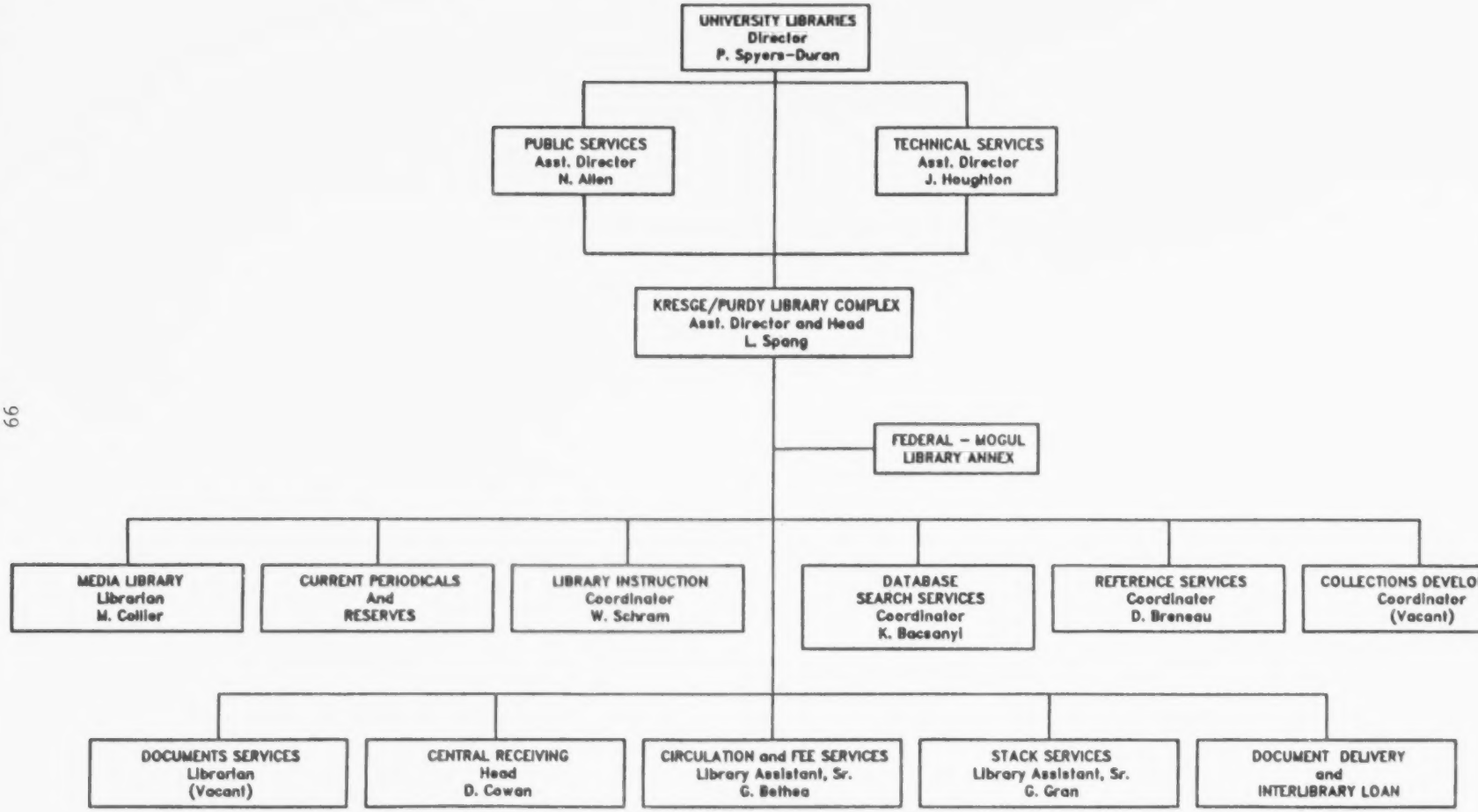

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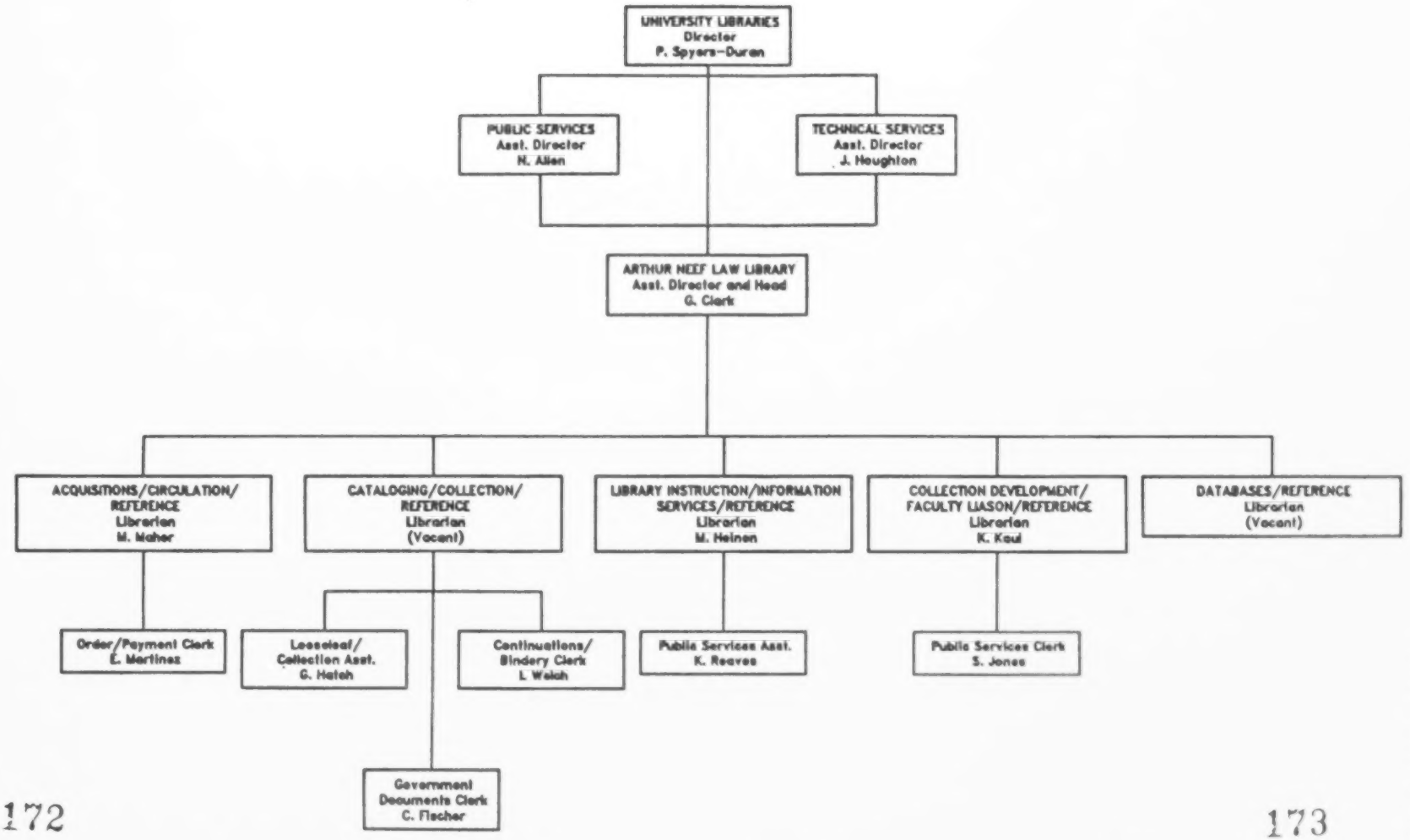

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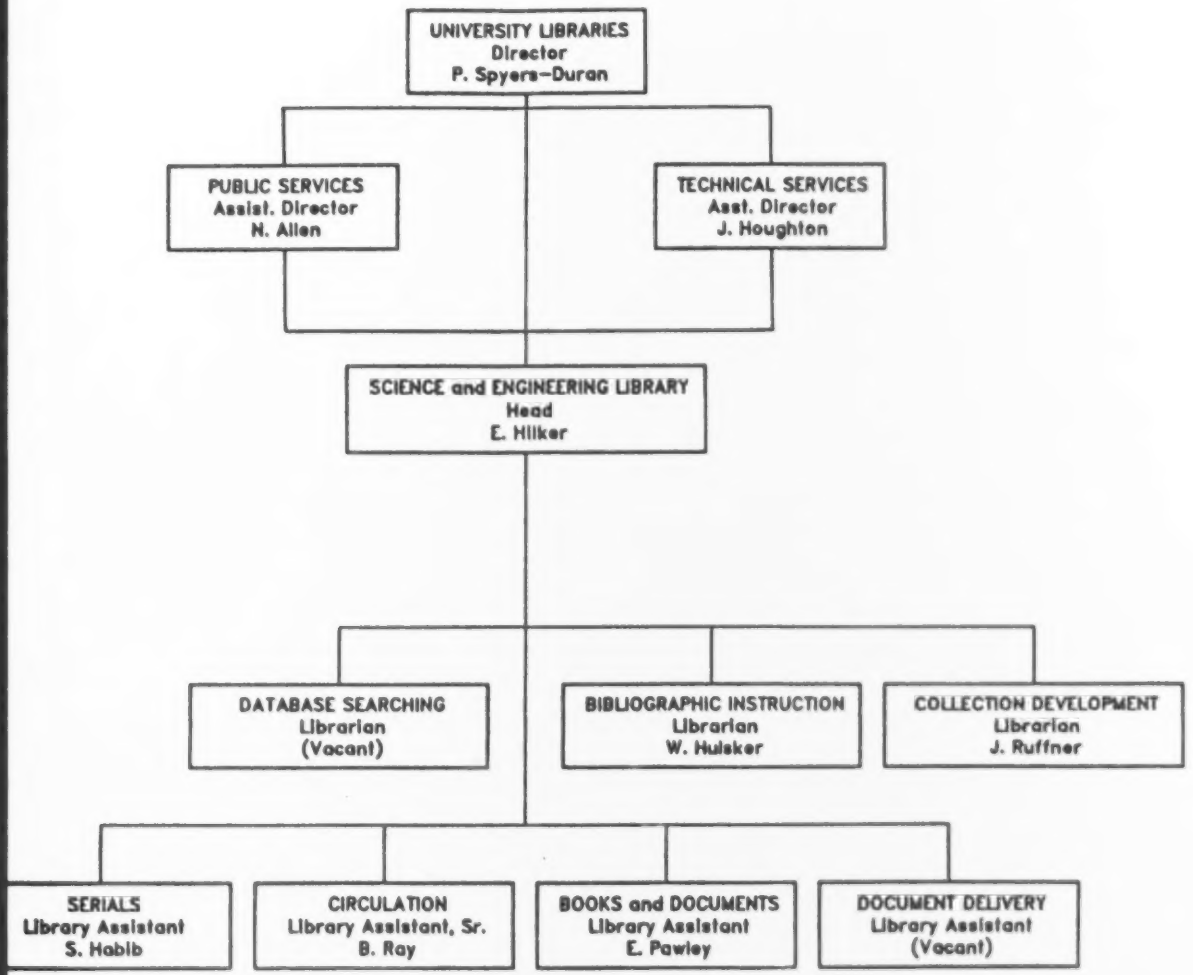

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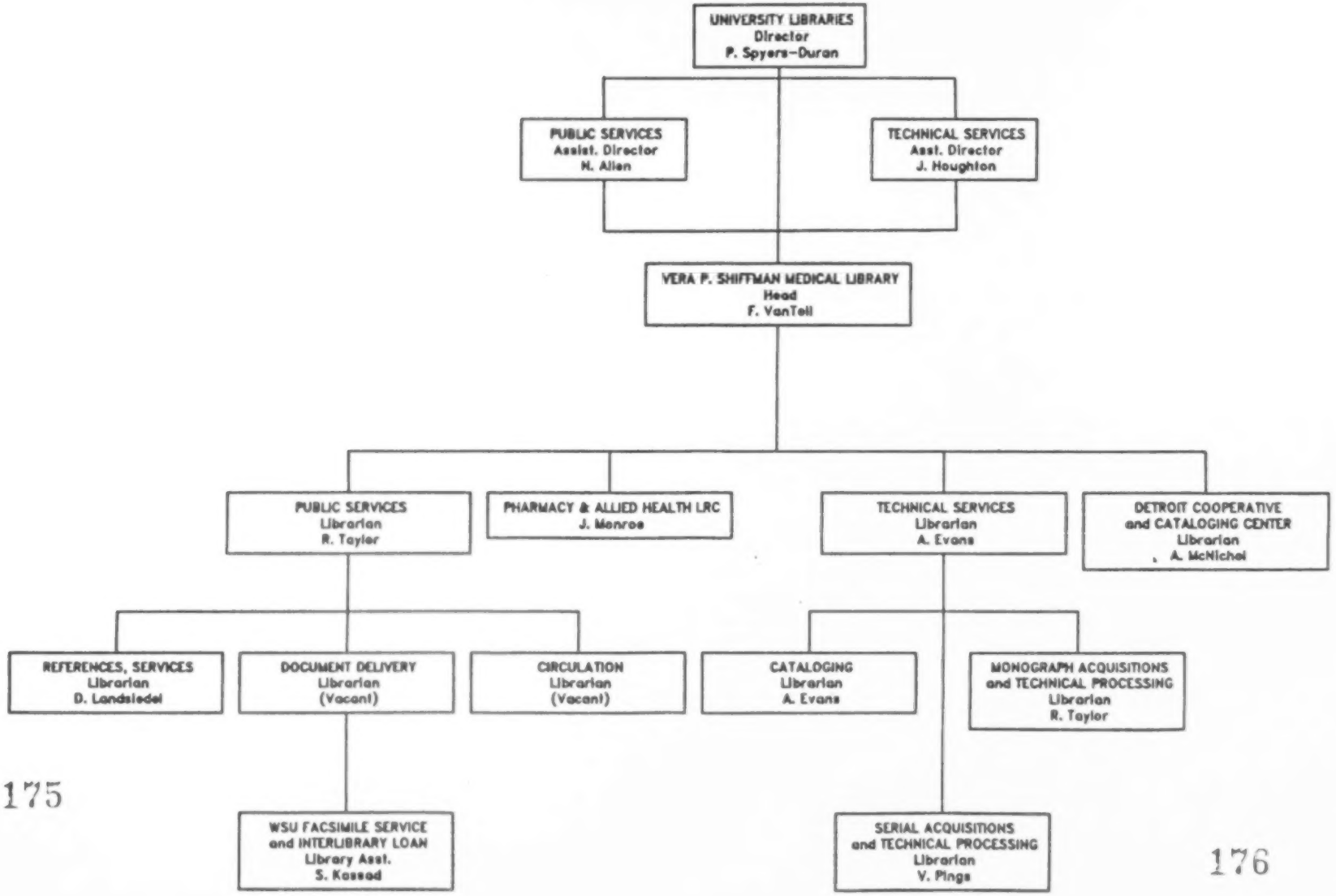

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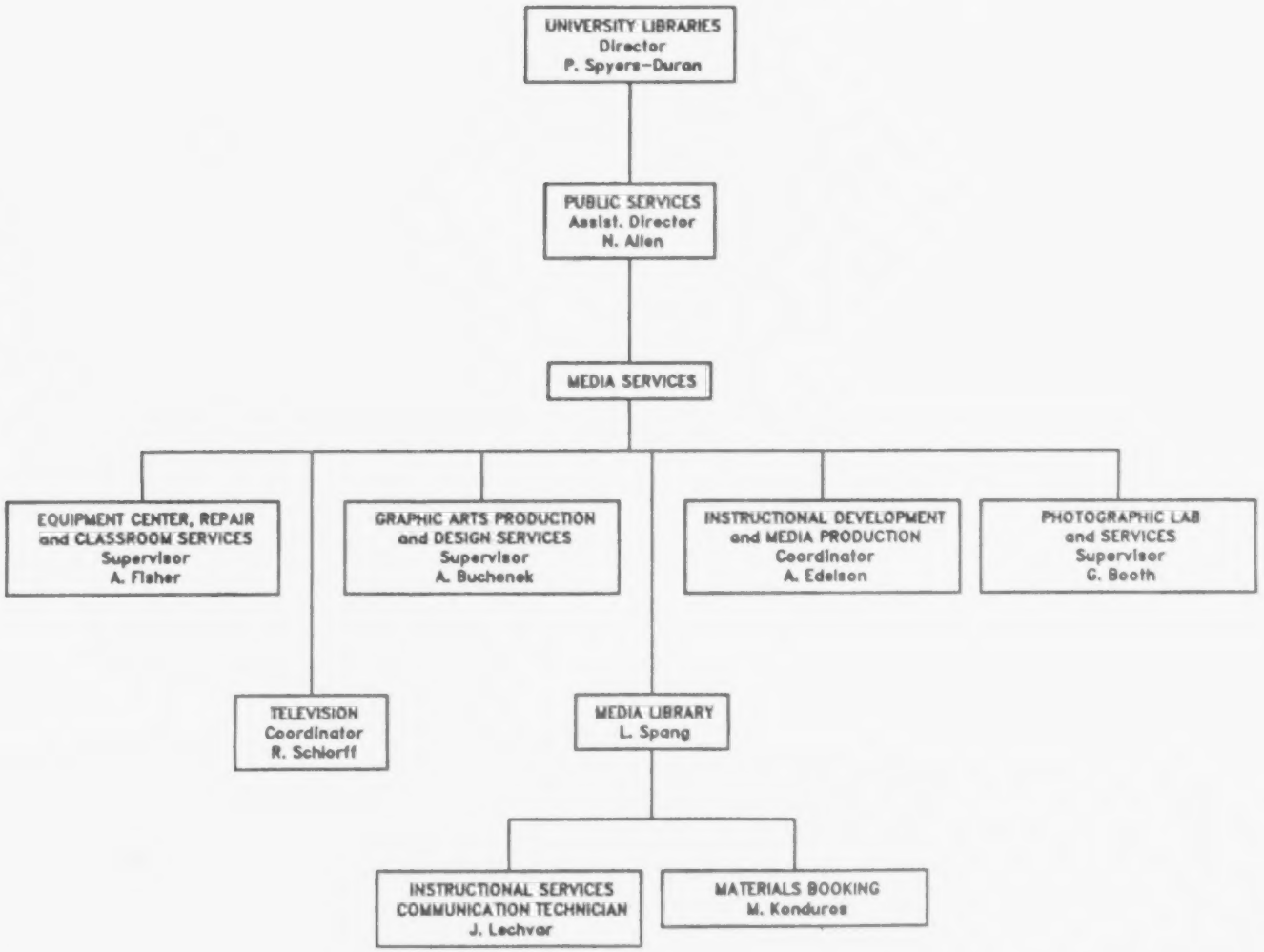

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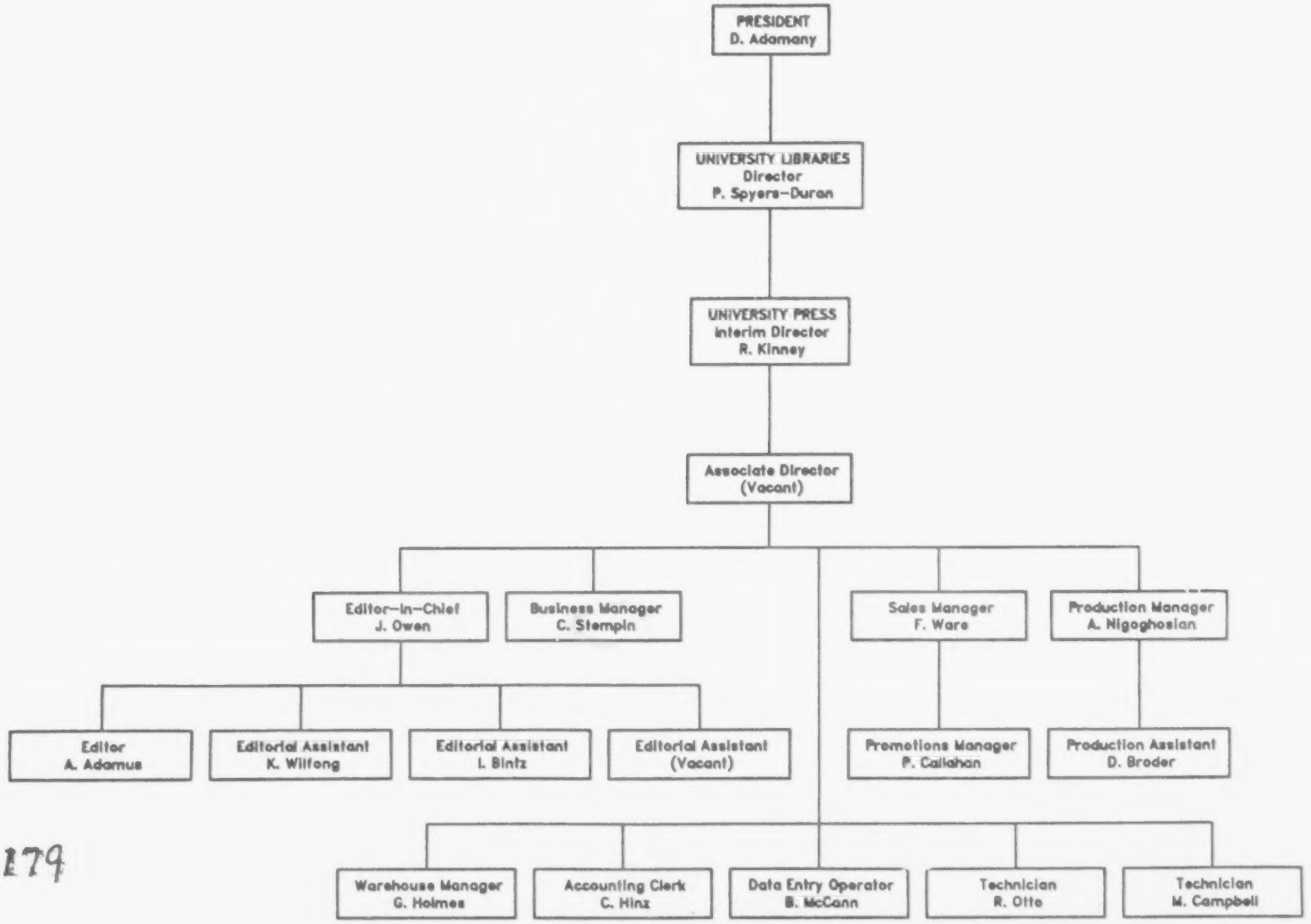

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